

Broads Authority

Agenda 29 January 2021

10.00am

This is a remote meeting held under the Broads Authority's [Standing Orders on Procedure Rules for Remote Meetings](#).

Participants: You will be sent a link to join the meeting. The room will open at 9.00am and we request that you **log in by 9.30am** to allow us to check connections and other technical details.

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Introduction

1. To receive apologies for absence
2. Chairman's announcements
3. Introduction of members and declarations of interest
4. To note whether any items have been proposed as matters of urgent business
5. Public question time – to note whether any questions have been raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 20 November 2020** (Pages 3-16)
7. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 17-25)

Strategy and policy

8. **Budget 2021/22 and financial strategy to 2023/24** (Pages 26-55)
Report by Chief Financial Officer
9. **Strategic Direction Update** (Pages 56-72)
Report by Head of Governance
10. **Broadland Futures Initiative – elected members forum** (Pages 73-81)
Report by Director of Strategic Services

Governance

11. **Appointment of Independent Person** (Pages 82-83)
Report by Governance Officer
12. **Policy on using social media** (Pages 84-100)
Report by Head of Governance

Reports for information

13. The Port Marine Safety Code: To consider any items of business raised by the designated person in respect of the Port Marine Safety Code

Minutes to be received

14. To receive the minutes of the following meetings:

[Audit and Risk Committee – 21 July 2020](#)

[Broads Local Access Forum - 2 September 2020](#)

[Navigation Committee – 22 October 2020](#)

[Planning Committee - 6 November 2020](#)

[Planning Committee – 4 December 2020](#)

15. Feedback from Members appointed to represent the Authority on outside bodies

Outside bodies

Broads Tourism, How Hill Trust, National Parks UK and National Parks England, Norfolk and Suffolk Broads Charitable Trust, Upper Thurne Working Group

Local Authorities

Broadland, North Norfolk, South Norfolk, East Suffolk, Norwich City, Great Yarmouth, Suffolk County, Norfolk County Councils.

16. Other items of business
Items of business which the chairman decides should be considered as a matter of urgency pursuant to section 100B (4)(b) of the Local Government Act 1972
17. To answer any formal questions of which due notice has been given
18. To note the date of the next meeting/workshop – **Friday 19 March 2021** at 10.00am

Broads Authority

Minutes of the meeting held on 20 November 2020

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Present

Bill Dickson – in the Chair, Kelvin Allen, Harry Blathwayt, Stephen Bolt, Matthew Bradbury, Andree Gee, Gail Harris, Lana Hemsall, Tristram Hilborn, Tim Jickells, Bruce Keith, James Knight, Leslie Mogford, Greg Munford, Simon Roberts, Simon Sparrow, Nicky Talbot, Vic Thomson, Melanie Vigo di Gallidoro and Fran Whymark

In attendance

John Packman – Chief Executive, Hilary Slater – Monitoring Officer, Maria Conti – Head of Governance, Emma Krelle – Chief Financial Officer, Rob Rogers – Director of Operations, Marie-Pierre Tighe – Director of Strategic Services, Essie Guds (meeting moderator), Sarah Mullarney (meeting moderator) and Sara Utting – Governance Officer.

1. Welcome and apologies

The Chairman welcomed everyone to the meeting and introduced Robin Price, Managing Director of Water Resources East (for item 9), and Martin Dunford and Peter Howe, Trustees of the Broads Charitable Trust (for item 10).

No apologies had been received.

2. Chair's announcements

Openness of Local Government Bodies Regulations 2014 and provisions of The Local Authorities Police and Crime Panels (Coronavirus) Flexibility of Local Authority and Police and Crime Panel Meetings England and Wales) Regulations no. 392.

The Chairman reminded members that the meeting was being held under the provisions of the above regulations and in accordance with the Broads Authority's Standing Orders for remote meeting procedures agreed on 22 May 2020. The meeting was being live streamed and recorded and the Broads Authority retained the copyright. The minutes remained the record of the meeting.

The Chairman advised that Bryan Read had sadly passed away on 27 October. He played a huge part in the life of the Broads; a former Chairman of the Port and Haven Commissioners, he had a hand in the creation of the Broads Authority, led the campaign to save the Hunter fleet and was deeply involved in the Norfolk Windmills Trust and the Broads Society.

The Chairman announced that it was the 73rd wedding anniversary of HM Queen Elizabeth and the Duke of Edinburgh and expressed the Authority's congratulations on behalf of all members.

3. Introduction of members and declarations of interest

Members declared interests as set out in Appendix 1 to these minutes.

James Knight commented that he had received advice from the Monitoring Officer (MO) that he would not be able to take part in the discussion or voting on item 8, as he had a Disclosable Pecuniary Interest. Subsequently, the MO had granted him a partial dispensation to make a statement prior to leaving the meeting but he did not wish to take up this opportunity.

In response to a comment by another member, the MO said that she had advised Mr Knight and two other members who clearly had a Disclosable Pecuniary Interest in item 8, as prescribed in the 2012 Regulations (Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012), by virtue of their business interests as hire boat operators and the fact that the setting of the toll would have a direct impact on their businesses. Therefore, they were unable to participate or vote on the item. In terms of individual boat owners, this was not a Disclosable Pecuniary Interest for the purposes of the Regulations or the Authority's Code of Conduct but fell with the category of "other interests". Therefore, those members could still participate and vote. The MO reiterated that she had offered the three members concerned the opportunity to speak on the item but they had chosen not to avail themselves of the opportunity.

In response to a question by one of the members concerned, the MO explained that Section 33 of the Localism Act 2011 permitted the granting of a dispensation if it was considered to be appropriate in the circumstances. Her view was the question of appropriateness, and she had taken the decision to allow the three members to participate by making a verbal statement at the start of the debate on item 8. She added that the Authority's Code of Conduct (para 3.9) stated that the MO may grant a dispensation with restrictions applied to it and her decision was to limit the degree of participation.

Leslie Mogford joined the meeting (10:23)

4. Items of urgent business

There were no items of urgent business.

5. Public question time

No public questions had been received.

6. Minutes of last meeting

The minutes of the meeting held on 25 September 2020 were approved as a correct record and would be signed by the Chairman.

7. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings. The Chief Executive reported that good progress was being made with

Mutford Lock. In response to a question on how the project was being financed – that is, £0.25m from earmarked reserves - the Chief Executive advised that the Authority had benefitted from an endowment many years ago for the maintenance of the lock and had been contributing regularly to a reserve budget. He added that the lock, while an asset, was also a big liability. An increase had been made to the size of the reserve, particularly for any collapse in the walls as it was a very old structure and needed regular maintenance.

The report was noted.

Having declared a Disclosable Pecuniary Interest, Greg Munford, James Knight and Simon Sparrow left the meeting for item 8.

8. Proposed navigation charges for 2021/22 in the navigation area and adjacent waters

The Chairman reminded members of the tolls briefing on 5 October, when it had been agreed by consensus to increase tolls by 7.5%. At its meeting on 22 October 2020, the Navigation Committee had been presented with two proposals – either a 7.5% or 4% increase, and had ultimately proposed a 4% increase to maintain services and provide for funding the safety package in 2023/24. Since then, the Chief Executive had secured Defra agreement for the use of £250,000 of National Park Reserves over the next two years to support the Navigation safety package. The Chairman congratulated the Chief Executive and his colleagues for all their imaginative thinking since the start of the Covid-19 pandemic to rescue the Authority's finances and help secure the future of the hire boat industry. The bleak prospects earlier in the year had turned around, and demonstrated there was no justification for not collecting tolls at the end of this month. He suggested that this served as a good reminder of the Authority's central role – the integrated management of the Broads. It left sufficient reserves on the National Park side to cope with emergencies and take forward initiatives that required matched funding, and support a Green Recovery from Covid. It perhaps pointed the way forward in terms of the need for a simplification of the Authority's complex financial model for a budget the size of a large secondary school. He concluded that the proposal was now for a 4% increase in tolls, which would result in c.65% of private boat owners having to pay less than an additional £10.

The Chairman added a note of caution that there would be consequences for the Authority's National Park budget and activities that could be managed for one year only. He suggested that the thinking was revised for future years, in light of the forecast restructuring of the hire boat industry and its impact on toll income.

The Chief Executive introduced the report, highlighting that it had been a difficult year for hire boat operators and private boat owners, as well as for the Authority's staff. At the beginning of the summer season the Authority had seen a possible £2.5m gap in income, and this gap had diminished considerably. In setting the navigation charges for 2021/22, there were challenges to face from three different directions:

- Loss of income, mainly as a result of Covid-19

- Ongoing restructure of the boating industry, which had seen a decrease of 65 weekly hired motor cruisers
- Safety issues, with four tragic accidents and increased pressure on Rangers from new users.

On the positive side, bookings were looking good for the hire boat industry for 2021/22.

One of the proposals was for a significant increase in Ranger patrolling. Usually their duties were split 60% on navigation functions and 40% on National Park work. Consequently, they were usually funded 60% from Navigation Income and 40% from National Park Grant. This year, because of the pressures on the waterways, much more Ranger time had been spent on navigation activity (currently 83%). Patrolling and mooring checks were considered essential work and were prioritised, while most of the countryside tasks, including educational visits and events, were cancelled. The budget would be amended at the end of the year according to the time spent. The impact of a 70:30 split on Navigation in 2020/21 would be in the region of £75,400 in additional expenditure. It was proposed to increase the patrolling activity by maintaining a 70:30 split for future years, to increase the number of seasonal Rangers and to appoint a Ranger to focus on prosecutions and Boat Safety Scheme compliance.

The Chief Executive concluded by thanking members for their support and asked them to support the recommendations.

A member commented that it had been an impressive recovery, but highlighted the need to be wary of using reserves, particularly in view of probable flat cash funding from Defra in the future. In addition, he welcomed the safety video proposal and the increased use of Rangers. A future issue was the replacement of the software for the collection of tolls, which would be a substantial cost, and he questioned how this was to be funded. The Chief Executive advised that the safety package would cost £130,000 in 2021/22 using National Park funding, with £20,000 for the safety video and £110,000 for Ranger patrolling. Greg Munford had been of great assistance, working with the Authority's Head of Communications in designing the video, and it was planned to have this in place for the coming season. Replacing the tolls software needed to be investigated further. In 2006, the Authority had secured funding through the Improving Electronic Government fund for its first online toll system at a cost of £80,000. The software now needed replacing, with a specification being planned next year. The costs were not yet known but would be a fairly sizeable sum. The Chief Financial Officer was looking at options to finance the project; one option could be through a loan with the repayments being funded via a modest increase in tolls.

A member questioned how much work needed to be done for a five year forward look, as the pressure on core funding would need to be built in to the Authority's financial resilience. He also questioned if an increase in tolls affected boat usage and if so, whether this should be part of the five-year modelling. The Chief Executive replied that the Chief Financial Officer prepared forecast figures for the next five years but the Authority was living in uncertain times and so it was difficult to make any reliable projections. He added that 65% of the Authority's costs were its staff and any pay increases had an impact. However, that morning

there had been Press coverage suggesting that the Chancellor would announce a pay freeze for public sector staff. In terms of price sensitivity, the Environment Agency had carried out a piece of work on the impact of navigation charges on boat use, which had found an “inelastic” relationship; toll charges were not found to be a huge determinant and other factors such as owner’s age and the cost of mooring fees were bigger factors in retaining ownership of a boat.

A member expressed his full support for the proposed safety package. He added that some staff had been through highly traumatic experiences as a result of the four fatal accidents and asked what support was available to them. The Chief Executive advised that the Authority paid for an external wellbeing support service, which all staff could access anonymously. This included independent support for family members. The officers affected by the recent events were receiving specialist support. The Director of Operations added that it was hoped to extend the wellbeing services to members and volunteers. He reiterated that it had been a difficult year and if additional specialist support was needed, the Authority could purchase extra services.

A member raised the issue of a climate emergency being declared and the Authority’s promotion of sailing and electric boats and, in particular, if consideration had been given to freezing their toll increases. The Chief Executive responded that, while there was a significant discount for electric powered boats, users said this was not a huge incentive as the cost of converting a boat to electric power was so significant. However, the Authority was pursuing with the industry the wider issue of electrification. He had attended an all-party parliamentary group and was working with the Hethel Innovation Centre to look at alternative options to diesel and petrol such as hydrogen and battery technology. A particular problem for the remoter parts of the Broads area was the long distance to an electrical supply, and consideration was being given to alternative solutions for these locations. He concluded that technology was moving fast and the Authority was continuing to lead the field.

A member welcomed the proposal for an increased Ranger presence, commenting that there should be a more conscious effort to create a positive experience for users and welcome new users to the Broads, and to promote safe and conscientious enjoyment for all. She also expressed concern that the Authority had chosen to use a hire boat operator’s safety videos, albeit anonymised, and questioned how this might be perceived. The Director of Operations responded that the role of the Rangers was always to provide a friendly service, guiding people to facilities and helping them with mooring, etc. He assured the member that the safety videos would not contain any hire boat company branding and the approach had been supported by the Broads Hire Boat Federation.

The Chief Executive concluded by providing a verbal update on hire boat licensing arrangements, advising that some issues had arisen from the handover procedures by hire operators. He reminded members that the Authority was the licensing authority for hire boat operators and it was officers’ view that procedures needed to be tightened up. However, there were currently very limited resources devoted to this and therefore, a report would be presented to the Navigation Committee on how the Authority could improve its function as the licensing authority for hire boat operations.

Bruce Keith was absent at this point in the meeting.

Gail Harris proposed, seconded by Andrea Gee, and

It was resolved unanimously

- i. To confirm the deadline for the collection of the final instalment of this year's hire boat tolls as 30 November.
- ii. To implement a package of safety measures, including the development of online training for hirers in conjunction with the Broads Hire Boat Federation, and a significant increase in the level of patrolling by Rangers as set out in Section 4.
- iii. To use on a once only basis, with permission from Defra, National Park Reserves to fund Navigation Expenditure on safety, to the level of £130,000 in 2021/22 and £120,000 in 2022/23.
- iv. To raise across the board Navigation charges for the year 2021/22 by +4% to maintain services and provide for continued funding of the safety package in 2023/24.
- v. To note the review of the Authority's hire boat licensing arrangements.

James Knight, Greg Munford and Simon Sparrow re-joined the meeting.

9. Water Resources East – board membership

The Director of Strategic Services introduced the report, supplemented by a presentation by Robin Price, Managing Director of Water Resources East (WRE).

At its meeting in September 2019, the Authority had agreed to become a Water Resources East Board member, and to review the position after a year.

It was noted there were a number of benefits to the Authority being a WRE member, as outlined in the report. The Management Team was of the view that the value of membership of WRE had been demonstrated. The membership was directly funding WRE officer time, which helped deliver the Authority's priorities related to water management, in particular strategic actions 1.1 and 1.2 in the Broads Plan.

The cost to the Authority of full WRE membership as a Principal Funding Member (PFM) was a minimum contribution of 3% of the operating cost for WRE, which for 2020/21 was £15,000. Assuming the same operating costs through to the publication of the Regional Plan in September 2023, the cost for full membership would be £37,500 for the remaining 2 ½ years. However, there may be an opportunity to negotiate with WRE over a discount should the Authority effectively 'guarantee' its membership through a single one-off payment.

As part of his presentation, Robin Price highlighted that over 120 individuals and organisations were members of WRE, both private and public sector, and the aim was to double this number. The vision in the 3-year Business Plan was for "Eastern England to have sufficient water resources to support a flourishing economy, a thriving environment and the needs of its population, and for the region to be seen as an international exemplar for collaborative

integrated water resource management". The aim was to reduce demand for water through better efficiency and storage. WRE had been successful in securing external funding of just under £5 million through grant awards for projects over the next 2½ years. The Norfolk Water Management Plan would examine the role of nature-based solutions in delivery of water related outcomes, and would inform the design of new storage options within the county, including a potential new reservoir south of Kings Lynn. A new Water Management Board for the county would be set up early in 2021, and the Broads Authority would be invited to have a seat there too.

Members considered membership of WRE to be good value for money and an excellent example of collaborative and partnership working.

Leslie Mogford had left the meeting at this point.

Bruce Keith proposed, seconded by Simon Roberts, and

It was resolved unanimously to continue the Authority's membership on the Water Resources East Board and that officers negotiate a discounted single payment.

James Knight was not present for item 10.

10. Discovery Hubs

The Director of Strategic Services introduced the report, supplemented by a presentation by Martin Dunford of the Broads Charitable Trust (BCT).

It was noted that, approximately two years ago, BCT trustees decided to increase the Trust's ambition and widen its scope to make it more sustainable and to attract more income. As part of this ambition, they developed a vision to create a network of sites or 'Discovery Hubs' around the Broads. BCT's aim was to increase the visitor offer as well as attracting funding to the Trust, courtesy of a coherent vision that could be presented to local businesses, larger corporate organisations, other charitable trusts and funding bodies. The Discovery Hub project was another collaborative idea arising from the Memorandum of Understanding (MoU) between the BCT and the Authority to attract external funding. The MoU was agreed by Authority members in January 2020. The Authority did not have the capacity to deliver such a project, as some actions to raise the necessary funding would not be accessible to it as a local authority, nor would it have the same capacity to make agreements with third parties such as landowners and private businesses.

As part of his presentation, Martin Dunford highlighted the irregular nature of the Broads Authority area and how the main focus was on the water, which made it difficult for visitors to know they were in a National Park. Furthermore, people were spending more time outdoors and involved in nature. The emphasis would be on 'off-road' visiting such as by water, bicycle and foot, which made the Broads an ideal destination. Phase 1 was at an advanced stage of discussions with stakeholders, particularly for Hoveton Riverside Park, and it was hoped to get sponsorship for the hubs from local businesses.

Martin Dunford left the meeting at this point, but Peter Howe (recently joined by Simon Egan) remained to answer questions.

In response to a member's comment, Peter Howe noted that ongoing maintenance would be a key feature of all projects, as the hubs needed to be relevant and updated at appropriate intervals.

A member commended the project, stating it was a fantastic initiative that had his full support and would welcome both new and regular visitors. Sign-posting was an important part of the project and he applauded the branding. However, he was mindful of inclusivity and access issues. Peter Howe responded that the Trust was working with the Authority's Head of Communications to ensure access for all.

Another member referred to the younger generation and their preference for using digital communications, and asked if there could also be a web presence, possibly using the Broads Authority's website. Peter Howe advised that there would be an app to support the network although its use was dependent on the signal availability in any particular area. Another member commented that, rather than a bespoke app, use could be made of linking to existing apps such as STRAVA or the OS maps.

Lana Hemsall left the meeting.

A member raised the importance of liaising with stakeholders, such as the Wildlife Trusts, as there were already some interpretation boards in existence and there needed to be a consistent style throughout. Peter Howe responded that consultation was underway with stakeholders and the Trust was aware of the need to be inclusive of existing interests.

Members considered the Discovery Hub initiative to be a good concept for BCT to grow its ambitions and attract more funding, and it contributed to Broads Plan objectives.

It was resolved by consensus to support the Discovery Hub initiative developed by the Broads Charitable Trust.

The meeting adjourned at 12.17pm and reconvened at 12.30pm.

11. Statement of Accounts 2019/20

The Chief Financial Officer (CFO) presented the reporting containing the Statement of Accounts for the year ended 31 March 2020. She reported that Audit had made some last-minute changes on Tuesday morning, prior to the meeting of the Audit and Risk Committee, which meant there had been some outstanding work on pensions figures. However, this had now been concluded and the figures adjusted. The CFO advised that the adjustments were due to the McCloud judgement. Employees within ten years of retirement could choose to have their final pension calculated on either career average or final salary. However, this was ruled to be age discriminatory for those employees not within ten years of retirement and had affected the 2018/19 accounts. The pension report had been rerun culminating in an adjustment of £47,000 to the net cost of services and £12,000 in the pension liability, which affected a number of statements in the Statement of Accounts, as follows:

- Expenditure & Funding Analysis – page 86
- Comprehensive Income & Expenditure Statement (CIES)– page 87
- Movement in Reserves Statement – page 88 and note 9
- Balance Sheet – page 89
- Cashflow Statement – page 90 and notes 4, 7, 8a, 9, 19, 31 and 35 (pages 105, 106, 109, 110, 123, 135, 136, 138, 139 and 148)

In summary, the net financial effect in the CIES was £12,000 due to the £47,000 increase to the cost services offset by the £59,000 decrease on actuarial gain. The CFO concluded that the Auditors would sign off the accounts on Monday, following which they would be published on the Authority's website.

The Chief Executive advised that it was a requirement of Defra to deposit the Authority's Statement of Accounts in Parliament and this had not been done in past years but he emphasised this was Defra's responsibility. In addition, the audit requirements for the Authority were of a similar scale to a large county council, even though it was comparable to a secondary school in size. The complexity of the Authority's finances had been accepted by the Glover Review as inappropriate. At the recent Audit and Risk Committee, it had been suggested that the Chairman should write to the Minister recommending that the audit be tailored to the size and complexity of the organisation and the Chief Executive requested Members to endorse this approach. Finally, he advised that Ernst & Young had proposed raising their fees by a substantial amount from c.£11,000 to c.£44,000 and the CFO had not accepted this increase on the Authority's behalf. He noted that this was an issue not just for the Broads Authority but also for local authorities and other National Park Authorities. At the Audit and Risk Committee, members had unanimously agreed to support the Chief Financial Officer in her challenging the very substantial increase proposed in the external auditors' fees and working with Public Sector Audit Appointments (PSAA) to resolve the issue. The Chief Executive requested members to endorse this approach.

A member expressed concern at the very late adjustments made by the auditors, together with their increased costs that he considered to be out of all proportion, and he questioned if the Authority was receiving a timely service.

James Knight and Vic Thomson had left the meeting at this point.

Nicky Talbot proposed, seconded by Stephen Bolt, and

It was resolved unanimously

- i. To adopt the Statement of Accounts for 2019/20.
- ii. To approve the revised Annual Governance Statement for 2019/20 as set out in paragraph 4.1.
- iii. To endorse the proposals by the Audit & Risk Committee.

12. Strategic direction update

Members received a report setting out the latest progress in implementing the Broads Authority's set of annual strategic priorities.

The report was noted.

13. Corporate Partnerships Register

The Head of Governance introduced the report reviewing the register of key partnerships with external organisations, advising that the Norfolk & Suffolk Broads Charitable Trust would be added to the list of partnerships (although there was no financial commitment). The register had been endorsed by the Audit and Risk Committee on 17 November.

The Chief Executive drew members' attention to section 2.1 of the report (partnerships protocol), which identified the criteria used by the Authority before entering a partnership and signing up to any commitments, financial or otherwise. A member commented that the cost of officer time, particularly senior officers, also needed to be taken into consideration when entering a partnership.

A member asked if the Authority was still a member of the Whitlingham Charitable Trust (WCT). The Director of Operations advised that the Register listed two partnerships as having recently ended – National Parks UK, as a company, which had been wound up, and the contractual relationship with the WCT. However, the Authority continued to work closely with the 14 National Park Authorities in the UK and remained the host for the UK's National Park's Communication Team. The Authority remained a Member of the WCT. The Chief Executive would continue to engage with the Trust. There was a current issue regarding the dilapidations for the barn, which the Authority had vacated. A Dilapidation Protocol was being followed between WCT and the Broads Authority, and both parties had employed surveyors to look at the schedule of works and associated costs.

A member commented that the Authority's position should be reviewed before any members were appointed to the WCT Board, as there could potentially be areas of conflict during discussions which might put those members in a difficult position at Board meetings. Another member added that the Authority appointed members to other charitable organisations where there could be issues of conflict, and the Authority had previously agreed it would review the situation when any conflict arose in the member's position as a Trustee versus their obligation as an Authority member. Reference was made to WCT Constitution being amended by removing the clause for the Authority to appoint members to the Board. The Director of Operations responded that the WCT had discussed amending its Constitution but he was not aware this had happened and furthermore, the Authority could appeal any decision to remove it as a Board member. He added that the issue of conflict would be of less relevance as the Authority was no longer responsible for the site's management.

The Chief Executive concluded that officers would review all Broads Authority appointments to outside bodies to ensure members were not placed in potential conflict situations.

The updated Corporate Partnerships Register was noted.

14. Recruitment of Independent Person

The Head of Governance introduced the report, advising that a recruitment process was underway to appoint an Independent Person for the Broads Authority. This process included appointing an Authority member to the interview panel, and a volunteer was sought. The date for the interviews was confirmed as Friday 15 January 2021.

Tim Jickells volunteered to join the panel and confirmed his availability on the interview date.

Tim Jickells was appointed to join the Authority's Chairman and Vice-Chairman on the interview panel for the appointment of an Independent Person.

15. Items of business raised by the Designated Person in respect of the Port Marine Safety Code

There were no matters to report under this item. The Director of Operations advised that the recent fatal accident at Great Yarmouth Yacht Station was an ongoing investigation and so remained confidential.

16. Minutes to be received

Members received the minutes of the following meetings:

Navigation Committee – 3 September 2020

Planning Committee – 11 September 2020

Planning Committee – 9 October 2020

17. Feedback from members appointed to outside bodies

A member reported on his recent attendance at a 'Love the Broads' member conference, and advised that the Broads Local Access Forum would be meeting next week.

18. Other items of business

None.

19. Formal questions

There were no formal questions of which notice had been given.

20. Date of next meeting

The next meeting of the Authority would be held on Friday 29 January 2021 at 10am.

The meeting ended at 1.10pm

Signed by

Chairman

Appendix 1 – Declaration of interests: Broads Authority, 20 November 2020

Member	Agenda item	Nature of interest
Harry Blathwayt, Matthew Bradbury, Nicky Talbot	8	Private boat owners
Gail Harris	13	Norwich City Council are partners in the River Wensum Strategy Partnership and Trowse Rail Bridge Working Group
Bruce Keith	10	Trustee of Broads Charitable Trust
James Knight and Simon Sparrow	8	Hire boat operators
Greg Munford	8	Employee and Director of Richardsons Leisure Ltd, hire boat operator

Broads Authority

29 January 2021

Agenda item number 7

Summary of actions and outstanding issues following decisions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Transfer of Mutford Lock	26/01/2018	John Packman	To submit the two Harbour Revision Orders and complete the tripartite agreement to give effect to completing the transfer of Mutford Lock into the Navigation Area and ownership to the Broads Authority.	<p>Aug 2018: The two HROs published for 42-day public consultation on 3 Aug. No objections have been raised under either order. MMO progressing HROs - anticipated to be determined by end July 2019.</p> <p>Feb 2020: Final determination of HROs still awaited; Chairman took matter up informally with MMO at meetings in Dec 2019 and 12 Feb 2020. Date for final determination unknown.</p> <p>28 Feb 2020: BA in phone conference with MMO and other parties to satisfy latest MMO questions.</p> <p>1 June 2020: MMO drafted decision documents for Mutford Lock applications and put forward for final internal draft review. DfT have halted processing of HROs during COVID-19. Team keeping in correspondence and will update on time scales when known - suggested this may be in July.</p> <p>Sept 2020: Awaiting determination of HROs by MMO, agreed in principle. Further questions raised from MMO, BA responded on 20 Aug and awaiting response from MMO legal team.</p> <p>Nov 2020: Statement received w/c 2 Nov by BA solicitors from MMO: "We are currently working on the final decision determination documents required, and will update you with a time frame as soon as we are able. I will talk with the team next week and request this."</p> <p>10 Nov 2020: MMO advised they have provisional laying date for draft Orders of c.20 Jan 2021 (provisional and subject to final determination on applications).</p> <p>14 Jan 2021: Formal transfer of Mutford Lock has been approved. Details of the decision-making process can be viewed in The Port of Lowestoft (Transfer of Mutford Lock) Harbour Revision Order 2021 decision letter: ABP Transfer of Mutford Lock Harbour Revision Order - GOV.UK (www.gov.uk). The Order will be laid before parliament on 21 January 2021 and will come into force on 19 February 2021.</p>	31/07/2019
Pilot agri-environment scheme for the Broads (Broads	16/03/2018	Andrea Kelly	Submission to Defra for pilot agri-environment scheme for the Broads, which builds on partnership work with NFU and local land managers and is prepared with assistance of local conservation NGOs.	<p>Oct 2019: Defra awarded Broads Test and Trial (T&T) contract. Sub-contracts awarded to Natural England, Norfolk Farming Wildlife Advisory Group and facilitator.</p> <p>Nov 2019: Broads Test and Trial published on website. Project investigating payments, management interventions, monitoring and verification of interventions.</p>	31/08/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Test and Trial of ELMS)				<p>13 Nov 2019: First partnership workshop with 63 farmers and land managers hosted by BA, NFU, Natural England, Norfolk Farming Wildlife Advisory Group and facilitator, excellent participant feedback. https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-system. Workshop report circulated to Steering Group and participants and interested parties.</p> <p>10 Feb 2020: Defra ELMs team and Broads farmer site visit.</p> <p>Dec 2019 - May 2020:</p> <p>Objective 2 - Developed detail and costs of management interventions and scheme tiers for grazing marsh and fen/reedbed habitats; reviewed Site Emission Tool (carbon calculator) from similar habitats to trial from June 2020.</p> <p>Objective 3 - Trialled self-assessment form for fen and fen meadow in liaison with Conservation Organisations and British Reed Growers Association.</p> <p>Objective 4 - Assessed local board roles and membership.</p> <p>Objective 5 - Mapped information to inform collaboration around the Broads.</p> <p>29 April 2020: Submitted contract variation to Defra for extension from June-Oct and additional budget to collect data. Defra invited BA to submit costs for up to date fen management work.</p> <p>May 2020: Preparing online surveys and pre-recorded presentations.</p> <p>June 2020: Responded to Defra ELMS Policy Consultation and responding to Defra Peat Strategy Consultation.</p> <p>Signed new T&T Defra contract. Sent two online surveys to over 300 farmers and land managers - 77 completed.</p> <p>Contributed to thematic webinar on advice provision to Defra policy team. Preparing presentation to T&T thematic 15th July to Defra policy team. In discussion with partners and Defra on additional work to assess fen payments. Prepared grazing costs for verification with 10-15 farmers and land managers.</p> <p>Tested Site Emission Tool (carbon calculator) on one site and gaining agreement to test carbon savings on farmers land. Working with Oxford University Research Student to assess ELMS in Norfolk. Sept 2020: Analysed two online surveys. T&T report written for approval by Steering Group. Outputs include Broads Tier Structure, grazing payments budget and Collaboration Plan.</p> <p>EPA presented conclusions to Defra ELM scheme Policy Team. Defra requested BA applies for contract extension for further ELM scheme work, focusing on advice provision, formation of Local Board and role of convenors.</p> <p>Oct 2020: Full Report and Summary Action Plan published (https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-scheme). Held meeting with Defra ELM team leaders and policy officers.</p> <p>Extension and new contract being formalised with Defra to test and trial 'advice provision' by end Dec 2020 and 'local governance' by end March 2021. Advice online</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				questionnaire drafted. Policy governance approach and role for investment gathering being discussed. Jan 2021: Advice Provision Survey sent, analysed and Report published . 60+ responses received from farmers (71%) and land managers. New Test & Trial on setting up and trialling Local Governance proposal submitted to Defra for approval Jan 2021.	
Acle Bridge	28/09/2018	John Packman	Chief Executive delegated – to continue discussions with the neighbouring landowner over the possibility of purchasing additional land at the Acle Bridge site; to continue discussions with Great Yarmouth Borough Council for the acquisition of the toilet block; to proceed with the essential repairs to the moorings at the Acle Bridge site subject to the views of the Navigation Committee; to investigate whether the development of a Visitor and Education Centre could form an important element in a wider more ambitious project to improve the infrastructure for Broads tourism and raise awareness of the special qualities of the area in future; and in the context of reviewing the Sustainable Tourism Strategy, to consider with members options for a wider project to enhance tourism in the Broads.	Ownership of toilet block transferred from Great Yarmouth Borough Council to BA. Repairs to moorings at Acle Bridge and installation of electric charging points included in work programme for Winter 2019/2020. Nov 2019: Acle Bridge site in Visitor Services Review (Exempt report) on BA agenda 22/11/19. Feb 2020: Piling works started at Acle Bridge 24-hour moorings. Phase 1 to renew 110m of piling, install new mooring path and three electric charging points. Works to extend beyond Easter and involve moorings, section of Weavers Way, car park and toilet area. 55-metre section of mooring to be left open on upstream end for boaters to moor during works. Footpath access from mooring only available for pedestrians heading towards Oby and Thurne. Weavers Way public footpath through construction site closed until project completion. Advance notices installed on Weavers Way. Works monitored and areas of site opened as soon as safe to do so. June 2020: Following break from site due to Covid-19, contractor returned late May and has made good progress with piling and tie-rods. Approx 6 more weeks of work required, taking project into late July. Sept 2020: Mooring works completed and 24 hour mooring site open to public. Due to high demand for electricians, installation of electric charging pillars delayed - expected within next 6 weeks. Nov 2020: Electricians carrying out works to install electric charging points at Acle Bridge 24 hr mooring - completion date of 13 Nov.	31/01/2020
National Parks Review: Response	28/09/2018	John Packman	That the Chairs' Group, together with the Chief Executive, provide a robust response for submission to the Review Team based on the eight areas required of the team and guidance from Members as indicated. Deadline response submission 18 December 2018. Chairs Group to meet 5 Dec 2018 to finalise response and consider points raised. Members also able to submit individual responses.	Sept 2019: Landscapes Review Final Report published 21 Sept. Awaiting Government response to review. Nov 2019/Jan 2020: Members received preliminary paper for discussion. Report on 31 Jan highlighted Review's 27 proposals and asked Members to consider BA priorities for more detailed discussion. Agreed to focus on where BA already taking action in line with Broads Plan, and where resources allow. Mar 2020: Issues for future discussion: Climate change and carbon capture; Biodiversity and future of agriculture; Promoting wider participation with National Parks on health and wellbeing benefits; Explore Proposal 21 Welcoming new landscaping approaches in cities and the coast - e.g. Norwich City as a National Park City.	24/07/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>May 2020: Report and presentation on climate change to be given at BA meeting 24 July 2020.</p> <p>Oct 2020: Awaiting Government response on Landscape Review.</p> <p>Nov 2020: Defra's publication of The Ten Point Plan for a Green Industrial Revolution (publishing.service.gov.uk), which includes this headline "New national parks and greater protections for England's iconic landscapes to improve access to nature and better protect the country's rich wildlife and biodiversity".</p> <p>Jan 2021: Awaiting Government response on Landscapes Review.</p>	
Collaboration with Norfolk County Council	01/02/2019	John Packman	<p>That the Authority supports Norfolk County Council's aspiration for a single management structure for the Norfolk Coast Area of Outstanding Natural Beauty and the Wash, and North Norfolk Coast Natura 2000. That the areas of co-operation with Norfolk County Council and the progress that is being made is noted. That officers explore the possibility of more formal yet flexible platforms for future collaboration with Norfolk County Council focussing on procurement, bidding for external funding and staffing arrangements. (eg: A Memorandum of Understanding)</p> <p>Project proposal to be submitted to Norfolk County Council to be a partner in the EU Interreg programme Experience. This 3 year project involves taking forward the recent Discover England project to French and US markets and extending National Park branding. The draft budget is c £270,000 for over 3 years with a match funding contribution from the Authority of £75,013.</p>	<p>Collaborative work ongoing with Norfolk County Council.</p> <p>4 Jul 2019: BA member and officer site visit to Norfolk coast in association with Norfolk Coast Partnership.</p> <p>Project proposal for BA to be partner in Interreg EXPERIENCE project successful. Kick-off meeting (initially scheduled in Dec 2019 but postponed due to election purdah) in February 2020.</p> <p>May 2020: Scoping Cooperation Agreement between BA and Norfolk County Council.</p> <p>June 2020: BA supporting development of Norfolk and Suffolk Environment Plan, led by Norfolk and Suffolk County Councils. UEA developing asset inventory with set of indicators.</p> <p>July 2020: Cooperation Agreement between BA and Norfolk County Council under review by nplaw. Norfolk Coast Partnership Management Group due in July to be replaced by series of topic-specific emails, including 2020-21 planned actions for AONB and new Management Plan.</p> <p>Sept 2020: Awaiting feedback on final draft of Cooperation Agreement between BA and Norfolk County Council. Feedback provided to North Norfolk AONB on their draft Management Plan.</p> <p>Oct 2020: Cooperation Agreement between BA and Norfolk County Council (NCC) signed. BA officer registered to bid writing course organised by NCC. BA contributing £1k to Norfolk Coast Biodiversity Audit.</p> <p>Dec 2020: Natural Capital Evidence Compendium for Norfolk and Suffolk published online PowerPoint Presentation (norfolkbiodiversity.org) and PowerPoint Presentation (greensuffolk.org)</p>	22/05/2020
Hosting National Parks' Communications Unit	22/03/2019	Rob Leigh	<p>BA hosting UK National Parks Communications Service on basis set out in report, and Appendix 1 of report approved.</p>	<p>1-3 Oct 2019: BA hosted National Parks Heads of Communication Officers meeting.</p> <p>Nov 2019: Communications Strategy approved by English CEOs Group and Chairs Group. Internal roll out of National Parks branding/messaging launched. BA staff briefed on 16 Oct and Members on 22 Nov.</p> <p>Jan 2020: Work ongoing to scope review of National Parks website. Ongoing campaign support includes photography competition and Discover National Parks Fortnight 4-19 April 2020. Workplan and steering group meetings scheduled.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>2-4 Mar 2020: Heads of Communications meeting.</p> <p>July 2020: Virtual meeting of all Heads of Communications arranged for 29 Sept.</p> <p>Aug 2020: New website progressing, with expected launch Autumn 2020.</p> <p>Collaborative safe visiting (Covid safe) visitor messaging campaigns ongoing.</p> <p>Nov 2020: New website launched. Other ongoing work includes a relaunch of the National Parks e-newsletter (Dec 2020), communications regarding COVID-19 and new visitor information, planning for a virtual Discover National Parks Fortnight in 2021.</p>	
Wherryman's Way footpath on River Chet	26/07/2019	Rob Rogers	Wherryman's Way footpath by River Chet included in priority actions for new Waterways and Recreation Officer. Discussions ongoing with Norfolk County Council.	<p>Work to be split into 2 phases over winter 2020 and 2021. Plan is to concentrate efforts in first year on Loddon FP4, Langley with Hardley FP9 and Loddon FP5. NCC to repair two bridges at Loddon FP4 by Sept 2020.</p> <p>Environmental officers to complete minor tree/shrub clearance by Oct 2020.</p> <p>BA operations team to dredge Chet for 3 months from Oct 2020 and dispose of material on sections of footpaths mentioned. They will return 6 months later to rebuild paths with new material. Similar work to continue in 2021 to restore rest of footpaths at eastern end of Hardley Flood.</p> <p>May 2020: Project now part of a much larger programme of works in partnership with Norfolk County Council and CIL application; to include new circular routes, bank stabilisation, signs and infrastructure, and access for all resurfacing works. Programme improvements across entire Wherryman's Way beginning 2021.</p> <p>Oct 2020: Funding application submitted in August, been through first round approval and decision to be made in December.</p> <p>Dec 2020: Application unsuccessful. Reframing bid with Norfolk CC colleagues to submit in a future funding round.</p>	31/12/2021
Draft planning documents for consultation	27/09/2019	Natalie Beal	Processes for consultation on Draft Marketing and Viability SPD and Residential Moorings Guide, and adoption of Flood Risk SPD and Statement of Community Involvement.	<p>Sept 2019: Documents submitted for first stage public consultation from 30 Sept to 22 Nov.</p> <p>Jan 2020: Statement of Community Involvement (SCI) and responses to consultation considered by Planning Committee on 6 Dec 2019 and adopted by BA on 31 Jan 2020.</p> <p>Jan-Mar 2020: Flood Risk SPD and responses to consultation considered by Planning Committee on 10 Jan. Amended SPD approved by BA for 2nd round consultation from 31 Jan to 6 March. Planning Committee 6 Mar recommended that BA adopt SPD following minor amendments.</p> <p>May 2020: Marketing and Viability SPD before Planning Committee 7 Feb and 6 Mar and recommended for second round consultation (under delegated powers in light of COVID-19 lockdown). Consultation from 16 March to 5 June. Residential Moorings Guide endorsed for consultation by Planning Committee on 6 March, consultation period from 16 March to 5 June.</p> <p>July 2020: BA adopted amended SCI to reflect COVID-19 restrictions.</p>	24/07/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>25 Sept 2020: BA endorsed joint statement with Environment Agency on Strategic Flood Risk Assessments.</p> <p>Oct 2020: Draft Residential Moorings Guide and Peat Guide both out to public consultation.</p> <p>Jan 2021: Residential moorings guide and peat guide final drafts going to Planning Committee (Feb) and then to BA (March) for adoption.</p>	
Extinguishment of Public Rights of Way	27/09/2019	Lewis Treloar	To approve the preparation of the Public Extinguishment Orders for the PROWS which have been diverted under the Broads Flood Alleviation Project (BFAP).	<p>6 Jan 2020: Consultation began for extinguishment of first bundle of footpaths (Cantley FP18, Stokesby FP6 and Mautby FP12)</p> <p>5 Feb 2020: Consultation ended 3 Feb and Orders signed and sealed, with notices served to relevant stakeholders.</p> <p>3 Mar 2020: One objection received a day before confirmation of the Orders was set to go ahead.</p> <p>18 Mar 2020: Objection withdrawn following discussions.</p> <p>May 2020: Confirmation agreed but progress postponed due to COVID-19 situation.</p> <p>Jul 2020: Awaiting guidance from Highways Authority on when process can be finalised.</p> <p>Aug 2020: Still no update from Defra.</p> <p>Oct 2020: First bundle of footpaths have been confirmed and now await NCC to legally remove them from the definitive map. Work on extinguishing the next 3 paths to begin Nov 2020.</p> <p>Jan 2021: Next bundle of footpaths surveyed but, due to C-19 lockdown restrictions, cannot be progressed further at this stage.</p>	31/05/2021
Water Resources East	27/09/2019	Marie-Pierre Tighe	Broads Authority to join Water Resources East (WRE) Water Resources Board at a cost of £15,000 for 2019/20 to support work and connect initiatives in Broadland catchment to wider Eastern Region. Funds to come from National Park Reserves. BA to review its WRE membership in September 2020.	<p>8 Oct 2019: WRE Directors' Board meeting attended by Director of Strategic Services, who was appointed as Board member. On agenda: Board and governance matters, appointments, technical programme, engagement.</p> <p>15 Oct 2019: WRE Strategic Advisory Group attended by Director of Strategic Services and Catchment Officer, engaging with wide range of stakeholders.</p> <p>Oct 2019: WRE added to BA Partnerships Register.</p> <p>Dec 2019: WRE Managing Director presented their work to Broadland Futures Initiative group.</p> <p>14 Jan 2020: Director of Strategic Services attended WRE meeting. On agenda: Procurement policy and appointment of auditor, operational budget, 2020/21 business plan. Overall aim is to agree Water Management Plan by December 2021.</p> <p>11 March 2020: Director of Strategic Services attended WRE meeting. Main discussion item was draft business plan.</p> <p>April 2020: WRE hosted discussion with support from NALEP to discuss potential water related project opportunities in Norfolk and Suffolk. Next meeting 22 June 2020</p>	30/09/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>June 2020: Board approved WRE 3-year business plan. https://wre.org.uk/wp-content/uploads/2020/07/WRE-Draft-3-Year-Business-Plan-2020-23-FINAL-for-publication.pdf.pagespeed.ce.gG1V1TGDOA.pdf</p> <p>WRE's vision is "for Eastern England to have sufficient water resources to support a flourishing economy, a thriving environment and the needs of its population, and for the region to be seen as an international exemplar for collaborative integrated water resource management."</p> <p>Sept 2020: Next board meeting on 12 October 2020.</p> <p>Nov 2020: WRE Membership review on BA agenda. It was agreed for the BA to remain a WRE member until September 2023.</p> <p>Dec 2020: Board meeting held 15 Dec with 6-month review of WRE business plan and presentations on "Future Fens" project and "Multi Objective Decision Making".</p>	
Responding to Climate Change Emergency	27/09/2019	John Packman	<p>To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to:</p> <p>Recognise climate emergency</p> <p>Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p> <p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism ; and</p> <p>Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>Sept 2019: Principles agreed - first in series of items dealing with climate change.</p> <p>22 Nov 2019: Presentation to BA from Asher Minns, Director of Tyndall Centre at UEA and update by CANAPE Project Manager/Carbon Reduction Projects Manager.</p> <p>10 Jan 2020: Planning Committee report on planning policy response to climate change mitigation and adaptation.</p> <p>May 2020: Progress report to BA prepared on Climate Change Action Plan for Broads Authority and Broads Area. Deferred to BA meeting in July due to COVID-19 situation.</p> <p>July 2020: Report on agenda on Climate Change Action Plan - agreed to set target of 1.5 degree compliant emissions curve for Broads executive area, in line with Tyndall Centre recommendations, and use as basis for public engagement and working with partners.</p> <p>Sept 2020: National Parks England received data from BEIS on emissions from National Parks and the Broads. Work underway to better understand these figures, in particular around boating emissions listed as several times higher than previous estimates.</p> <p>Yare House electricity supply switched to Green Tariff. BA investigating capacity of its equipment to use higher percentages of biofuel. These measures will achieve targeted savings for this year.</p> <p>With South Downs NPA, BA working with Smallworld Consulting Ltd to deliver Consumption Baseline for Broads Area by March 2021. From data provided by this and BEIS data, BA will establish savings needed in each year to achieve carbon neutrality.</p>	
Visitor Services Review (Exempt)	22/11/2019	Rob Leigh	<p>To continue to examine the short-term options presented and test different small-scale options if possible, and to defer considering a business case and site analysis for a Visitor and Education Centre.</p>	<p>Nov 2019: Acle Bridge site included in strategic approach to visitor services in Visitor Services Review (exempt report) to BA on 22 Nov. In line with BA decision, current visitor services development focusing on sites other than Acle Bridge, e.g. Forum in Norwich.</p>	31/03/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Mar 2020: Negotiations with Norwich City Council continuing positively. Aiming for launch of new facility in Norwich Forum in April. BA committed financial support from existing visitor centre budgets towards staff presence and refurbishment works. Good progress made for visitor centre presence at Lowestoft rail station, aiming to be in place in April and funded from existing visitor centre budgets.</p> <p>May 2020: Plans on hold due to COVID-19 situation.</p> <p>July 2020: Plans for refurbishment of new combined Norwich / Broads/ Jarrold visitor centre at Norwich Forum on hold until close of season 2020; likely to be in done in time for 2021 season. May be possible to have Broads presence within visitor centre from late July 2021; awaiting update from Norwich City Council on reopening plans.</p> <p>Lowestoft Rail Station Broads National Park signs and Suffolk Wildlife Trust Carlton Marshes visitor centre display on hold due to COVID-19.</p> <p>Existing TICs at How Hill and Hoveton reopened on 4 July. Boat trips expected to be running again by end of July.</p> <p>Sept 2020: Ra trip boat awaiting repair to control unit, which has delayed trips restarting. Visitor centres: Norwich City Council trialling reopening Norwich Forum with reduced capacity; working towards refurbishment for 2021 season but uncertainty due to C-19 and Jarrolds reorganisation. Broads National Park display completed at Lowestoft train station TIC (run by Community Rail Partnership). Suffolk Wildlife Trust, Carlton Marshes - agreed to install Broads National Park displays before official opening Spring 2021 (soft opening Autumn 2020).</p> <p>Jan 2021: Ranworth TIC to reopen April 2021 as Broads National Park information centre with Liana boat trip running from staithe. Ra will move to Hoveton. Investigating possibility of installing Broads National Park display on outside area of Norwich Forum from Summer 2021 to Spring 2022. Project would be funded by Intereg EXPERIENCE project. Work progressing with Norfolk County Council to secure funding and procure exhibition specialist. Discussions ongoing regarding on inside space of Forum information centre.</p>	
Appointment of Monitoring Officer	25/06/2020	John Packman	To delegate to the Chief Executive the authority to negotiate and enter into a Section 113 Agreement with East Suffolk Council to allow Mrs Slater and Mr Bing to work for the Broads Authority, while remaining East Suffolk Council employees.	<p>25 Jun 2020: Draft S113 Agreement received.</p> <p>Jul 2020: Advice received from Birketts on draft Agreement.</p> <p>Aug 2020: Legal advice sent to East Suffolk Council.</p> <p>Jan 2021: Agreement finalised and ready for signature.</p>	24/07/2020
Response to the COVID-19 emergency and the financial position of the	25/06/2020	John Packman	That the Authority supports the approach for hire boat charges in 2020/21 outlined in the report following consultation with the Navigation Committee on 11 June 2020.	<p>July 2020: Chief Executive gave verbal update at 24 July BA meeting. Hire boat operators informed of arrangements agreed by BA on 1 July 2020. Survey of hire boat operators carried out on impacts of Covid-19 on their businesses.</p>	03/09/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Broads Authority and local businesses			To authorise the Chief Executive to negotiate and sign a Change Control Notice to the Authority's Funding Agreement with Defra on the lines set out in paragraph 2.2. of the report, following consultation with the Chairman and Vice-Chairman of the Authority and the Chair and Vice-Chair of the Navigation Committee, and subsequent circulation of the document to members for comment.	<p>3 Sept 2020: Update to Navigation Committee on BA financial position and hire boat operators survey results; NC endorsed recommendations to BA as in report on today's agenda.</p> <p>Nov 2020: Second hire boat operators survey carried out. Member briefing on tolls 5 Oct. Update report to Navigation Committee 22 Oct</p> <p>Jan 2021: Continuing weekly COVID Management Group meetings to review Government Guidance and financial position and prepare briefing for Members, staff and volunteers. Finance report on today's agenda contains the latest financial information.</p>	

Date of report: 15 January 2021

Broads Authority

29 January 2021

Agenda item number 8

Budget 2021/22 and financial strategy to 2023/24

Report by Chief Financial Officer

Purpose

This report provides a strategic overview of current issues and items for decision.

Recommended decision

To note the actual income and expenditure figures, and agree to the principle of:

- i. Transferring an underspend at year end in the launch budget to the earmarked reserve, as set out in paragraph 2.2;
- ii. Transferring an underspend at year end relating to the EXPERIENCE project to a new Match funding earmarked reserve, as set out in paragraph 2.3;
- iii. Making a further one-off £100,000 contribution to the Heritage Lottery Fund earmarked reserve, as set out in paragraph 5.3;

And the adoption of the:

- iv. 2021/22 Budget, including endorsement of the assumptions made applied in preparation of the Budget; and
 - v. Earmarked Reserves and Financial Strategy for the period 2021/22 to 2023/24.
-

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1. Introduction

- 1.1. This report covers two items - consolidated Income and Expenditure, and the consolidated budget.
- 1.2. Sections 2 to 5 summarise the income and expenditure for the consolidated budget up until 30 November, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.
- 1.3. Section 6 contains the updated draft budget for 2021/22 and the draft financial strategy to 2023/24. The draft budget for 2021/22 was the basis of determining the navigation charges for 2021/22 considered and adopted by this committee on 20 November 2020. Following the Authority's subsequent decision to apply a 4% increase in navigation charges, this report now sets out an updated budget for 2021/22 alongside the draft financial strategy to 2023/24.

2. Overview of actual income and expenditure

Table 1

Actual income and expenditure by Directorate to 30 November 2020

Source	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Income	(6,148,415)	(5,879,091)	- 269,324
Operations	2,828,085	2,280,107	+ 547,978
Strategic Services	1,082,316	932,732	+ 149,584
Chief Executive	1,098,923	983,472	+ 115,451
Projects, Corporate Items and Contributions from Earmarked Reserves	(106,418)	18,969	- 125,386

Source	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Net (Surplus) / Deficit	(1,245,509)	(1,663,811)	+ 418,303

2.1. Core navigation income is behind the profiled budget at the end of month eight. The overall position as at 30 November is an adverse variance of £418,303 or a 33.58% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £269,324 within income:
 - Hire craft tolls is £211,428 behind the profiled budget.
 - Private craft tolls is £39,181 behind the profiled budget.
 - Short visit and other toll income is £9,090 behind the profiled budget.
 - Investment income is £9,625 behind the profiled budget due to the fall in interest rates.
- An underspend within Operations relating to delayed practical works expenditure due to COVID-19. Where savings have been identified and works delayed until 2021/22, these have been reflected in the forecast outturn for 2020/21.
- An underspend within Strategic Services relating to increased planning income, salary savings from delayed recruitment, reduced number of volunteers being out and projects being delayed, all impacts of COVID-19. As with Operations, where savings have been identified and works delayed until 2021/22 these have been reflected in the forecast outturn for 2020/21.
- An underspend within Chief Executive relating to delayed expenditure following COVID-19. These mainly relate to legal and professional fees on prosecutions, lease arrangements and audit fees which at this stage are considered timing differences.
- An adverse variance within reserves relating to delayed capital expenditure caused by COVID-19. The majority of these are considered timing differences with some being transferred to 2021/22. See paragraph 12.3 for more details.

2.2. At the start of 2020/21 it was hoped to progress the electrification of the Ranger launches. The impact of COVID-19 means this work has fallen behind, although it may be possible to trial an engine before the end of the financial year. It is proposed that any underspend in the launch budget will be transferred to the launch section of the Plant, Vessel and Equipment Reserve to fund the replacement in future years.

2.3. In 2019, the Authority partnered with Norfolk County Council as part of the Interreg EXPERIENCE project. The project looked to extend the tourist season with the Authority's budget being £240,000. This was to be financed 69% from Europe and 31% from existing Authority budgets over three years. First year expenditure was due to

take place in 2020/21 has been significantly reduced as a result of COVID-19. As with other European projects, the time difference between expenditure and reimbursement can take a number of months. It is proposed to set up a new earmarked reserve at the end of March and transfer this year's underspend on the project to it. While in the past we have given earmarked reserves project-based names, this reserve would be called match funding. This would mean that any future projects would not need another reserve to be created unless there are more than two projects operating at once. Expenditure for 2021/22 and 2022/23 would then be managed through the reserve.

- 2.4. The charts at Appendix 1 give a visual overview of actual income and expenditure compared with both the original budget and the LAB.

3. Latest Available Budget

- 3.1. The Authority's income and expenditure is monitored against the Latest Available Budget (LAB) for 2020/21. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are shown in Appendix 2.

Table 2

Adjustments to Consolidated LAB

Item	Authorisation reference	Amount £
Original consolidated budget 2020/21 (deficit)	Broads Authority 31/01/2020 Agenda item number 12	153,518
Approved carry-forward from 2019/20	Broads Authority 22/05/2020 Agenda item number 9	111,981
LAB as at 30 November 2020	n/a	265,499

- 3.2. The LAB therefore provides for a consolidated deficit of £265,499 in 2020/21 as at 30 November 2020.
- 3.3. Due to the huge degree of uncertainty at the start of the COVID-19 outbreak, the decision was made not to adjust the LAB but to focus on the forecast outturn.

4. Overview of forecast outturn 2020/21

- 4.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible.
- 4.2. As at the end of November 2020, the forecast indicates that:

- The total forecast income is £6,818,178. This assumes that the outstanding toll amounts are collected in full.
- Total expenditure is forecast to be £6,877,491.
- The resulting surplus for the year is forecast to be £59,313.

4.3. The forecast outturn reflects the following changes from the LAB as shown in Table 3. The forecast deficit represents a favourable variance of £206,186 against the LAB.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	265,499
Cancelled contributions to reserves (vehicle, launches, asset management and HLF contributions to be reinstated)	(157,000)
Reduction in toll income	123,000
Drop in interest rates	19,000
Delayed practical works	(124,399)
Salary savings through delayed recruitment	(75,325)
Planning (reduced contribution from PDG reserve, offset by increased income)	16,300
Climate change	2,300
Volunteers	(15,000)
HR (staff training)	(14,990)
Visitor services	40,200
Water Resources East Membership	7,500
Office and travel expenses (including members)	(39,647)
IT	11,875
Forecast outturn deficit as at 30 November 2020	59,313

5. Reserves

Table 4

Consolidated Earmarked Reserves

Reserve name	Balance at 1 April 2020 £	In-year movements £	Current reserve balance £
Property	(663,487)	(1,462)	(664,949)

Reserve name	Balance at 1 April 2020 £	In-year movements £	Current reserve balance £
Plant, Vessels and Equipment	(349,280)	68,950	(280,330)
Premises	(246,701)	33,204	(213,497)
Planning Delivery Grant	(220,082)	2,211	(217,871)
Upper Thurne Enhancement	(146,317)	9,461	(136,856)
Section 106	(43,561)	1,441	(42,120)
Heritage Lottery Fund	(11,955)	239,209	227,254
Catchment Partnership	(75,185)	(11,721)	(86,906)
CANAPE	(311,844)	86,702	(225,142)
Computer Software	(21,770)	937	(20,833)
UK Communications	(28,140)	(32,347)	(60,487)
Total	(2,118,322)	396,585	(1,721,737)

- 5.1. £866,294 of the current reserve balance above relates to Navigation reserves.
- 5.2. The outbreak of COVID-19 meant that additional items had to be funded that had not originally been budgeted for. This included perspex screens, cleaning materials, signage, laptops and staff expenses. The Management Team took the decision to fund these items out of the Premises reserve from the balance held relating to New Office Accommodation. This held a balance of funds from when the Authority moved from its Colegate offices to Dragonfly House. An initial budget of £35,000 was set, leaving £48,057 still available (100% National Park). The initial budget will be kept under review following the subsequent Lockdown restrictions.
- 5.3. The Water, Mills and Marshes lottery project is funded through the earmarked reserve. COVID-19 has impacted the project delivery and the ability to fund raise additional income as part of the Authority's match contribution. There have also been delays in receiving grant reimbursement, which has meant that the reserve has become overdrawn. The reserve cannot be allowed to remain overdrawn at the end of the financial year. It is proposed that a further one-off contribution of £100,000 is made from National Park into the reserve at the end of the financial year which would be repaid at the end of the project. This, the outstanding grant claim and reduced expenditure will help put the reserve back into credit.

6. 2021/22 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2023/24 to provide context.
- 6.2. As with the 2019/20 and 2020/21 budget, it has been prepared on a zero-budget basis. This makes no assumptions of the automatic rollover of previous years' budgets. Budget holders are sent a template in July to consider expenditure for the next financial year in line with strategic direction previously agreed with members. It takes into consideration priorities around dredging, moorings and plant cutting agreed in the relevant strategies and is split between essential and desirable expenditure. This is then reviewed by the Management Team in September to ensure requests are in line with expectations. It provides the baseline information for the Tolls Briefing to consider in October prior to making recommendations around the level of consolidated charges required.
- 6.3. The draft budget takes account of the following factors:
 - A provisional 2% pay increase for staff. This figure was used for calculating the toll increase prior to the Government's announcement in the Comprehensive Spending Review (CSR) that public sector pay was to be frozen. It has since been confirmed that the National Joint Council (NJC) is outside of this arrangement and may still negotiate a pay deal for 2021/22.
 - The loss of hire boats in 2020/21 is permanent and it is estimated that a further twenty boats will be removed in 2021/22.
 - National Park Grant remains at 2020/21 level. This is subject to confirmation from DEFRA.
 - The safety package comprising the employment of four additional seasonal rangers and a Senior Compliance and Safety Ranger and the production of the safety videos will be funded by a transfer between National Park and Navigation reserves over the next two financial years.
 - Delayed project expenditure from 2020/21 will be delivered in 2021/22.
 - Maintaining the national park reserve at 10% plus £100,000 and the navigation reserve at 10% of next expenditure.
- 6.4. Total core income for 2021/22 is budgeted to be £6,924,478, including £3,414,078 for National Park Grant, £1,131,000 for hire craft tolls and £2,303,000 for private craft tolls. This income takes account of the latest available data for boat numbers. Net expenditure is budgeted at £7,254,318. This will result in a budget deficit of £329,840, which is funded from the national park and navigation reserves. After taking into account the transfer of £6,750 of interest to earmarked reserves, reserves at the end of March 2022 are forecast to be £1,250,755 (£834,947 National Park and £415,808

Navigation) which amounts to 23.7% and 11.2% of net expenditure for the year respectively.

6.5. Table 5 sets out an overview of the proposed 2021/22 budget, which is provided in more detail in Appendix 3.

Table 5

Draft 2021/22 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Consolidated Tolls	0	(3,496,900)	(3,496,900)
Other Income	(6,750)	(6,750)	(13,500)
Total Income	(3,420,828)	(3,503,650)	(6,924,478)
Operations	1,498,439	2,902,656	4,401,095
Strategic Services	1,202,893	304,821	1,507,714
Chief Executive	870,511	733,553	1,604,064
Corporate Items	91,440	50,960	142,400
Contributions from earmarked reserves	(134,530)	(266,425)	(400,955)
Total Expenditure	3,528,753	3,725,565	7,254,318
Net (Surplus) / Deficit	107,925	221,915	329,840
Opening Reserves (Forecast)	(1,076,247)	(511,098)	(1,587,345)
(Surplus) / Deficit for the year	107,925	221,915	329,840
Interest transfer	3,375	3,375	6,750
Contribution from National Park Reserve (General)	130,000	(130,000)	0
Closing Reserves (Forecast)	(834,947)	(415,808)	(1,250,755)

7. Operations

7.1. The Operations budget has seen an increase to staff costs to reflect the provisional 2% pay increase, subject to negotiations by the NJC. Contributions to the Plant, Vessel and Equipment earmarked reserve has been increased, in particular for vehicles due to the

increased costs of moving to a green fleet. All other contributions to the earmarked reserves that were cancelled during 2020/21 as part of the savings have been reinstated for 2021/22 onwards. The Land Management budget has seen a decrease to fen management income as some of the schemes come to an end under existing Rural Payment Agency (RPA) schemes. Ranger Services has seen an additional increase to the salary budget following the agreement to recruit four additional seasonal Rangers and a Compliance and Safety Ranger as part of the safety package. The remaining costs of the safety package has been incorporated into the Safety budget for the production of the online safety training. Small-scale savings identified in 2020/21 have also been incorporated into 2021/22. In other areas of the budget, the provision represents the level of funding required to enable services to be delivered.

- 7.2. As with previous years, however, it is important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2021/22.

8. Strategic Services

- 8.1. As with the Operations budget, staff costs have increased for the same reasons, and there is little capacity to take on additional projects or other ad-hoc work. In other areas of the budget, the provision represents the level of funding required to enable continuation of the levels of service delivered in the current year.

9. Chief Executive

- 9.1. As with the Operations and Strategic Services budgets, staff costs have increased for the same reasons. ICT has been increased for the single project of the file server replacement. Again, there remains little capacity for additional work.

10. Central and shared costs and cost apportionment

- 10.1. Cost apportionments have remained the same as those for 2020/21 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2021/22 are set out in Appendix 3.
- 10.2. The overall split of estimated income and proposed net expenditure in 2021/22 remains broadly the same, 49% National Park and 51% Consolidated.
- 10.3. Table 6 provides further details of central and shared costs. These should not be seen as synonymous with overheads, but have been identified in line with those areas specifically examined by the Resource Allocation Working Group. As such, they reflect costs across the Authority included within the budgets of both Operations and Strategic Services directorates, and from the Chief Executive section.

Table 6

Central and shared costs

Cost/Percentage split	2021/22 National Park £000s	2021/22 Consolidated £000s	2021/22 Consolidated £000s	2022/23 National Park £000s	2022/23 Consolidated £000s	2022/23 Consolidated £000s	2023/24 National Park £000s	2023/24 Consolidated £000s	2023/24 Consolidated £000s
Share of central and shared costs	1,587	1,071	2,658	1,526	1,041	2,567	1,624	1,060	2,684
Pension contribution lump-sum	91	51	142	94	53	147	82	55	137
Total	1,678	1,122	2,800	1,620	1,094	2,714	1,706	1,115	2,821
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	60%	40%	100%
Total core income	(3,421)	(3,504)	(6,925)	(3,424)	(3,648)	(7,072)	(3,429)	(3,799)	(7,228)
Central and shared costs as a percentage of core income	49%	32%	40%	47%	30%	38%	50%	29%	39%

10.4. Central and shared costs have been identified in line with the work of the Resource Allocation Working Group to include operational property, finance and insurance; communications; collection of tolls; ICT; legal; head office; office expenses and pool vehicles; directorate management and administration costs; human resources and staff training; governance and member's allowances; and the Chief Executive. All of these play a vital role in supporting the delivery of front-line services. Central and shared costs also include the lump sum pension contribution, which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary.

As a percentage of income, central and shared costs are broadly static and remain at the same level as 2020/21.

11. Assumptions used for the budget and financial strategy

11.1. The following key assumptions have been applied in developing the draft budget and financial strategy:

- Consolidated tolls will be collected in line with the budget and boat numbers will remain as forecast;
- Salary increases from 2021/22 onwards are based on a provisional increase of 2%, subject to negotiations with the NJC. This will create a saving if the NJC proposals are in line with other public sector pay awards;
- Staffing levels will remain at 100% of budget. Staff turnover may result in timing differences between vacancy and appointment. Where these savings arise, the forecast will be adjusted accordingly;
- The forecast outturn position for 2020/21 will be delivered in line with budget holders' projections;
- The safety package in 2021/22 and 2022/23 will be funded via a transfer from the National Park reserve, up to a maximum of £250,000. This will be subject to a Control Change Notice (CCN) from DEFRA; and
- The continuation of the four additional seasonal Rangers will be reviewed from 2023/24 onwards.

11.2. A detailed sensitivity analysis for some of these key assumptions is set out below in table 7.

Table 7

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2020/21 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	34,000
Navigation Budget for 2020/21 will be delivered in line with forecast outturn	1% under/overspend against Consolidated budget	34,000
Overall salary increase of 2% in 21/22	1% change in salary inflation	49,000

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
Boat numbers and distribution remain as predicted in 2021/22	1% change in consolidated toll income	34,000
National Park Grant in line with current allocations and no further reduction applied in 2021/22	1% change in National Park Grant allocation	34,000

12. Earmarked reserves

- 12.1. The Authority's earmarked reserve strategy for the period 2021/22 to 2023/24 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2020, planned expenditure until the end of the financial year, and also provides an analysis of movements in reserves split between national park and navigation in all years to 2023/24.
- 12.2. Earmarked reserves stand at £1,721,737 (navigation £866,294) at the end of November 2020 and are forecast to increase to £2,127,157 (navigation £875,901) by the end of the financial year. There will be an adjustment at the end of the financial year to correct the split on the reserve between National Park and Consolidated. This is due to the contributions to the reserves being brought in line with splits on the sub reserve balances. For example, the Plant, Vessel and Equipment reserve contains the following sub-reserves; Fen Management Equipment (100% National Park), Dockyard Vessels and Equipment (30%/70% National Park/Consolidated), Vessel Replacement (100% Consolidated) and Vehicle Replacement (41%/59% National Park/Consolidated). This is included in Appendix 4 but will be subject to the closing reserve position at 31 March 2021. It is also proposed to reinstate the cancelled contributions to the vehicle and launch replacements within the Plant, Vessel and Equipment reserve that were cancelled as part of the COVID-19 savings given. This has become possible now that income has performed better than initial expectations.
- 12.3. Appendix 4 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 3. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2021/22:
- Replace hydraulic boat cradle, hydro acoustic kit, NATO floats and large mowers;
 - Replace seven vehicles, two deferred from 2020/21;
 - Replacement of a ranger launch;
 - 3D Hydrographic survey of Mutford Lock;
 - Repairs to How Hill Boat shed (deferred from 2020/21);
 - Dockyard slip-way piling (deferred from 202/21) and wet dock; and

- Project expenditure for the Catchment Partnership, Water Mills and Marshes, CANAPE and the UK Communications Team.
- 12.4. Planned expenditure from earmarked reserves in 2022/23 and 2023/24 includes the continued project expenditure for the Catchment Partnership, Water Mills and Marshes, CANAPE and the UK Communications Team, replacement of ten vehicles at an estimated cost of £175,165, replacement of JCB JS160 (2011) at an estimated cost of £75,000, replacement of JCB tractor at an estimated cost of £30,000, replacement of Yanmar Tracked Carrier at an estimated cost of £15,000, a second welfare barge at an estimated cost of £20,000 and the replacement of a wherry at an estimated cost of £120,000.
- 12.5. Taking account of all these items, the forecast balance of earmarked reserves at the end of 2023/24 is £2,360,839, although it should be noted that expenditure plans for 2022/23 and beyond are likely to be refined again when the Financial Strategy for 2022/23 is developed later on this year.
- 12.6. In 2022/23 the CANAPE project will have been completed. Any surplus balance will need to be redistributed 50:50 between National Park and consolidated reserves. The exact amount is currently difficult to forecast given the income is received in Euros and there is uncertainty surrounding the exchange rate, so the figure included in Appendix 4 should not be seen as absolute. Members will need to consider how a potential surplus could be distributed. Options on the consolidated side could include increasing the moorings/piling part of the property reserves or creating a new reserve to provide match funding for future projects.

13. Summary

- 13.1. This draft budget incorporates the navigation charges for 2021/22 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, while making prudent provision for asset maintenance over the life of the strategy and beyond. Minor adjustments have also been made reflecting the latest staffing forecasts. As a result of all these factors, there is no capacity within the budget for additional projects.
- 13.2. The National Park part of the budget shows a deficit for the next three years. This will be funded from the National Park Reserve, resulting in a reserve balance of £834,947 at the end of 2021/22. While the outcome of a new settlement is awaited, figures for 2022/23 onwards should be viewed with a high degree of uncertainty. The impact of any change, positive or negative, will need careful consideration to make sure expenditure is sustainable.
- 13.3. It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, and as a result a significant proportion of the budget is made up of staff costs. The budget is based on a 2% increase in salaries for period April 2021 to March 2024. There continues to be uncertainty about the likely award.

13.4. The consolidated deficit of £329,840 allowed for in the 2021/22 budget will be funded by the National Park and Navigation reserves and will continue to maintain the reserves just above the minimum. During 2021/22 there will be a review of the reserve policy for both National Park and Navigation to ensure that the minimum levels are adequate and allow the Authority to survive any future lockdown restrictions that Government may impose. As in previous years, it remains the case that the indicative tolls increase in 2022/23 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2020/21.

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Date of report: 11 January 2021

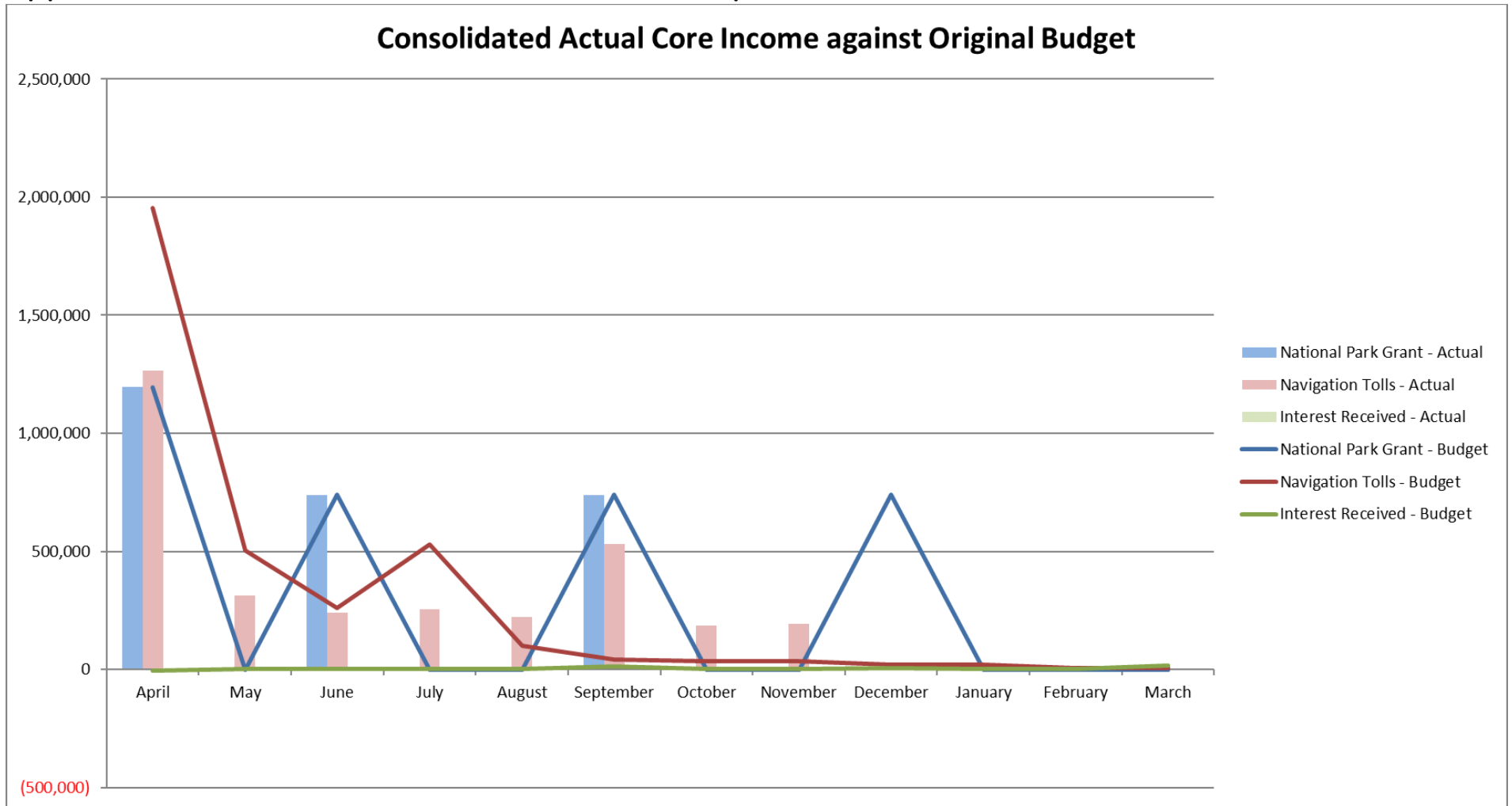
Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2020

Appendix 2 – Financial monitor: Consolidated income and expenditure 2020/21

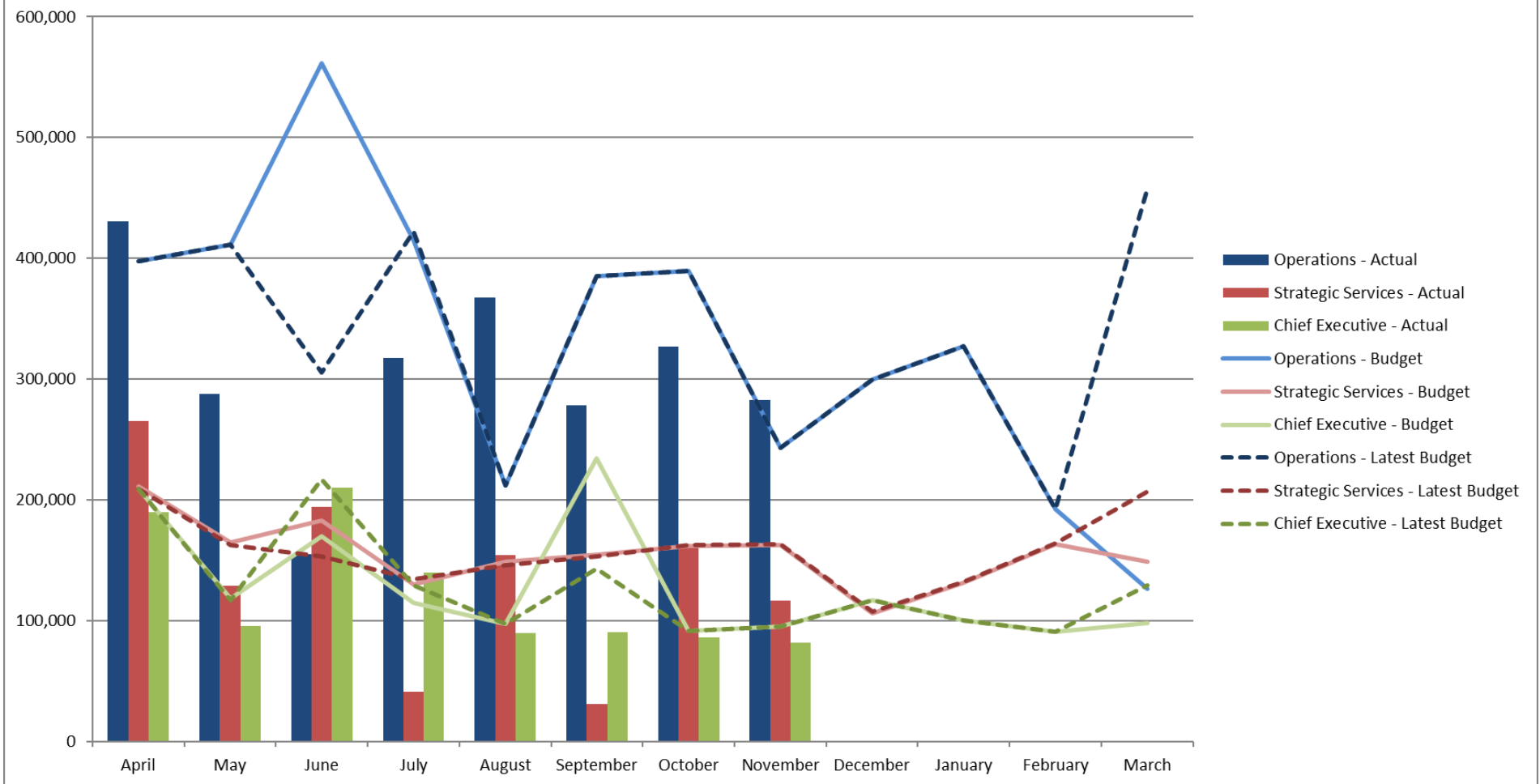
Appendix 3 – 2021/22 Budget and Financial Strategy to 2023/24

Appendix 4 – Earmarked reserves 2021-22 for budget

Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2020



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2020/21

Table 1

Income

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(6,960,178)	0	(6,960,178)	(6,818,178)	-142,000
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0
Income	(3,414,078)	0	(3,414,078)	(3,414,078)	0
Hire Craft Tolls	(1,199,000)	0	(1,199,000)	(1,106,000)	-93,000
Income	(1,199,000)	0	(1,199,000)	(1,106,000)	-93,000
Private Craft Tolls	(2,244,000)	0	(2,244,000)	(2,214,000)	-30,000
Income	(2,244,000)	0	(2,244,000)	(2,214,000)	-30,000
Short Visit Tolls	(43,000)	0	(43,000)	(43,000)	0
Income	(43,000)	0	(43,000)	(43,000)	0
Other Toll Income	(19,100)	0	(19,100)	(19,100)	0
Income	(19,100)	0	(19,100)	(19,100)	0
Interest	(41,000)	0	(41,000)	(22,000)	-19,000
Income	(41,000)	0	(41,000)	(22,000)	-19,000

Table 2
Operations

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Operations	4,141,314	82,938	4,224,252	3,819,164	405,088
Construction and Maintenance Salaries	1,291,720	0	1,291,720	1,271,460	20,260
Salaries	1,291,720	0	1,291,720	1,271,460	20,260
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	536,800	0	536,800	444,800	92,000
Income	0	0	0	0	0
Expenditure	536,800	0	536,800	444,800	92,000
Water Management	103,670	13,000	116,670	99,980	16,690
Income	0	0	0	0	0
Expenditure	103,670	13,000	116,670	99,980	16,690
Land Management	(45,086)	0	(45,086)	(39,586)	-5,500
Income	(103,796)	0	(103,796)	(103,796)	0
Expenditure	58,710	0	58,710	64,210	-5,500
Practical Maintenance	510,560	69,938	580,498	438,015	142,483
Income	(9,000)	0	(9,000)	(9,000)	0
Expenditure	519,560	69,938	589,498	447,015	142,483

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Waterways and Recreation Strategy	45,360	0	45,360	48,225	-2,865
Income	0	0	0	0	0
Salaries	36,360	0	36,360	36,600	-240
Expenditure	9,000	0	9,000	11,625	-2,625
Ranger Services	864,960	0	864,960	842,090	22,870
Income	0	0	0	0	0
Salaries	718,260	0	718,260	695,390	22,870
Expenditure	145,550	0	145,550	145,550	0
Pension Payments	1,150	0	1,150	1,150	0
Safety	148,970	0	148,970	118,490	30,480
Income	(1,500)	0	(1,500)	(1,500)	0
Salaries	61,670	0	61,670	58,690	2,980
Expenditure	88,800	0	88,800	61,300	27,500
Premises	230,910	0	230,910	140,910	90,000
Income	(1,000)	0	(1,000)	(1,000)	0
Expenditure	231,910	0	231,910	141,910	90,000
Premises - Head Office	258,880	0	258,880	258,880	0
Income	0	0	0	0	0

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	258,880	0	258,880	258,880	0
Project Funding	61,860	0	61,860	61,860	0
Expenditure	50,000	0	50,000	50,000	0
Pension Payments	11,860	0	11,860	11,860	0
Operations Management and Administration	132,710	0	132,710	134,040	-1,330
Salaries	124,710	0	124,710	126,040	-1,330
Expenditure	8,000	0	8,000	8,000	0

Table 3
Strategic Services

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Strategic Services	1,608,275	29,043	1,637,318	1,601,683	35,635
Development Management	396,170	0	396,170	349,685	46,485
Income	(74,500)	0	(74,500)	(85,000)	10,500
Salaries	407,970	0	407,970	373,505	34,465
Expenditure	57,900	0	57,900	56,380	1,520
Pension Payments	4,800	0	4,800	4,800	0
Strategy and Projects Salaries	266,785	4,534	271,319	264,654	6,665
Salaries	148,770	0	148,770	145,430	3,340
Expenditure	118,015	4,534	122,549	119,224	3,325
Biodiversity Strategy	11,870	0	11,870	11,870	0
Income	(43,823)	0	(43,823)	(43,823)	0
Expenditure	55,693	0	55,693	55,693	0
Human Resources	139,230	0	139,230	137,726	1,504
Salaries	78,260	0	78,260	93,750	-15,490
Expenditure	60,970	0	60,970	43,976	16,994
Volunteers	73,480	0	73,480	58,810	14,670

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Salaries	48,230	0	48,230	48,560	-330
Expenditure	25,250	0	25,250	10,250	15,000
Communications	327,650	24,509	352,159	352,469	-310
Income	(112,880)	0	(112,880)	(113,480)	600
Salaries	336,060	0	336,060	338,370	-2,310
Expenditure	104,470	24,509	128,979	127,579	1,400
Visitor Centres and Yacht Stations	284,780	0	284,780	317,609	-32,829
Income	(174,100)	0	(174,100)	(123,296)	-50,804
Salaries	356,330	0	356,330	348,960	7,370
Expenditure	102,550	0	102,550	91,946	10,604
Strategic Services Management and Administration	108,310	0	108,310	108,860	-550
Salaries	104,310	0	104,310	105,110	-800
Expenditure	4,000	0	4,000	3,750	250

Table 4

Chief Executive

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Chief Executive	1,536,267	0	1,536,267	1,490,184	46,083
Legal	97,500	0	97,500	97,500	0
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	100,000	0	100,000	100,000	0
Governance	297,884	0	297,884	261,494	36,390
Income	0	0	0	0	0
Salaries	171,620	0	171,620	161,240	10,380
Expenditure	126,264	0	126,264	100,254	26,010
Chief Executive	122,240	0	122,240	121,922	318
Salaries	117,490	0	117,490	118,360	-870
Expenditure	4,750	0	4,750	3,562	1,188
Asset Management	153,293	0	153,293	128,613	24,680
Income	(23,000)	0	(23,000)	(23,000)	0
Salaries	46,220	0	46,220	46,540	-320
Expenditure	130,073	0	130,073	105,073	25,000
Finance and Insurance	390,550	0	390,550	391,680	-1,130

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Salaries	165,040	0	165,040	166,170	-1,130
Expenditure	225,510	0	225,510	225,510	0
Collection of Tolls	146,440	0	146,440	147,380	-940
Salaries	135,240	0	135,240	136,180	-940
Expenditure	11,200	0	11,200	11,200	0
ICT	328,360	0	328,360	341,595	-13,235
Salaries	194,860	0	194,860	196,220	-1,360
Expenditure	133,500	0	133,500	145,375	-11,875

Table 5

Projects and Corporate items

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Projects and Corporate Items Total	200,487	0	200,487	246,537	-46,050
Partnerships / HLF	76,987	0	76,987	115,537	-38,550
Income	(598,083)	0	(598,083)	(601,123)	3,040
Salaries	158,640	0	158,640	163,530	-4,890
Expenditure	516,430	0	516,430	553,130	-36,700
Corporate Items	123,500	0	123,500	131,000	-7,500
Expenditure	3,500	0	3,500	11,000	-7,500
Pension Payments	120,000	0	120,000	120,000	0

Table 6

Contributions from earmarked reserves

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total contributions from Earmarked Reserves	(372,647)	0	(372,647)	(280,077)	-92,570
Earmarked Reserves	(372,647)	0	(372,647)	(280,077)	-92,570

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	(372,647)	0	(372,647)	(280,077)	-92,570

Table 7

Net (Surplus) / Deficit

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Grand Total	153,518	111,981	265,499	59,313	206,186

Row Labels	2019/20			2020/21						2021/22			2022/23			2023/24			2020/21 Apportionment		
	National Park 2019/20 (Actual)	Navigation 2019/20 (Actual)	Consolidated 2019/20 (Actual)	National Park 2020/21 (Latest Available Budget)	Navigation 2020/21 (Latest Available Budget)	Consolidated 2020/21 (Latest Available Budget)	National Park 2020/21 (Forecast)	Navigation 2020/21 (Forecast)	Consolidated 2020/21 (Forecast)	National Park 2021/22 (Budget)	Navigation 2021/22 (Budget)	Consolidated 2021/22 (Budget)	National Park 2022/23 (Budget)	Navigation 2022/23 (Budget)	Consolidated 2022/23 (Budget)	National Park 2023/24 (Budget)	Navigation 2023/24 (Budget)	Consolidated 2023/24 (Budget)	National Park	Navigation	
Income																					
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	100%	0%	
Hire Craft Tolls	0	(1,179,951)	(1,179,951)	0	(1,199,000)	(1,199,000)	0	(1,106,000)	0	(1,131,000)	0	(1,177,000)	0	(1,177,000)	0	(1,225,000)	(1,225,000)	0	0%	100%	
Private Craft Tolls	0	(2,195,215)	(2,195,215)	0	(2,244,000)	(2,244,000)	0	(2,214,000)	0	(2,303,000)	(2,303,000)	0	(2,396,000)	(2,396,000)	0	(2,492,000)	(2,492,000)	0	0%	100%	
Short Visit Tolls	0	(39,790)	(39,790)	0	(43,000)	(43,000)	0	(43,000)	0	(45,000)	(45,000)	0	(47,000)	(47,000)	0	(49,000)	(49,000)	0	0%	100%	
Other Toll Income	0	(20,227)	(20,227)	0	(19,100)	(19,100)	0	(19,100)	0	(17,900)	(17,900)	0	(17,900)	(17,900)	0	(17,900)	(17,900)	0	0%	100%	
Interest	(24,507)	(20,527)	(49,014)	(20,500)	(20,500)	(41,000)	(11,000)	(11,000)	(22,000)	(6,750)	(6,750)	(13,500)	(10,000)	(10,000)	(20,000)	(15,000)	(15,000)	(30,000)	50%	50%	
Income Total	(3,438,985)	(3,459,691)	(6,898,276)	(3,434,578)	(3,525,600)	(6,960,178)	-3,425,078	-3,393,100	-6,816,178	-3,426,828	-3,503,650	-6,924,478	-3,424,078	-3,647,900	-7,071,978	-3,429,078	-3,796,900	-7,227,978	49%	51%	
Net Expenditure	(3,438,985)	(3,459,691)	(6,898,276)	(3,434,578)	(3,525,600)	(6,960,178)	-3,425,078	-3,393,100	-6,816,178	-3,426,828	-3,503,650	-6,924,478	-3,424,078	-3,647,900	-7,071,978	-3,429,078	-3,796,900	-7,227,978	49%	51%	
Operations																					
Construction and Maintenance Salaries	480,976	808,388	1,289,364	497,572	830,508	1,328,080	492,282	815,778	1,308,060	515,704	854,246	1,369,950	536,160	886,900	1,423,060	552,324	911,736	1,464,060	38%	62%	
Construction and Maintenance Salaries (Income)	(497)	(1,160)	(1,657)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Equipment, Vehicles and Vessels	139,886	326,401	466,288	161,040	375,760	536,800	133,440	311,360	444,800	158,730	370,370	529,100	175,964	410,562	586,545	170,556	397,964	568,520	30%	70%	
Equipment, Vehicles and Vessels (Income)	(103,866)	(7,202)	(110,288)	0	0	0	0	0	0	(210)	(490)	(700)	(210)	(490)	(700)	(210)	(490)	(700)	30%	70%	
Water Management	4,939	103,819	108,759	5,000	111,670	116,670	5,000	94,980	99,980	3,500	95,135	98,635	3,500	95,135	98,635	3,500	95,135	98,635	4%	96%	
Water Management (Income)	0	(4,739)	(4,739)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Land Management	44,308	0	44,308	58,710	0	58,710	64,210	0	64,210	56,680	0	56,680	56,680	0	56,680	0	56,680	0	100%	0%	
Land Management (Income)	(154,251)	0	(154,251)	(103,796)	0	(103,796)	(103,796)	0	(103,796)	(86,536)	0	(86,536)	(86,536)	0	(86,536)	0	(86,536)	0	100%	0%	
Waterways and Recreation Strategy	373	6,345	6,718	0	9,000	9,000	2,625	9,000	11,625	0	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	0%	100%	
Waterways and Recreation Strategy (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Practical Maintenance	90,747	352,637	443,384	89,300	502,198	591,498	89,300	359,715	449,015	85,550	407,836	493,386	85,550	397,836	483,386	85,550	397,836	483,386	17%	83%	
Practical Maintenance (Income)	(3,396)	(15,771)	(19,167)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0%	100%	
Ranger Services	298,392	548,565	846,958	304,304	560,656	864,960	221,367	620,723	842,090	275,982	644,448	1,120,430	288,879	774,541	1,063,420	280,689	755,431	1,036,120	25%	75%	
Ranger Services (Income)	(21,139)	(31,972)	(53,112)	0	0	0	0	0	0	(7,000)	(7,000)	0	0	0	0	0	0	0	0%	100%	
Safety	52,764	73,932	126,696	60,651	89,819	150,470	40,975	79,015	119,990	55,407	93,113	148,520	37,814	65,866	103,680	38,662	67,718	106,380	37%	63%	
Safety (Income)	0	(743)	(743)	0	(1,500)	(1,500)	0	(1,500)	(1,500)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0%	100%	
Project Funding	101,843	1,068	1,029,912	60,793	1,067	61,860	60,793	1,067	61,860	61,011	1,089	62,100	61,011	1,089	62,100	51,011	1,089	52,100	98%	2%	
Project Funding (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Operational Property	99,123	137,402	236,525	98,973	132,937	231,910	40,473	66,437	106,910	97,748	128,912	226,660	88,748	107,912	196,660	88,748	107,912	196,660	43%	57%	
Operational Property (Income)	(4,920)	(11,481)	(16,402)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	30%	70%	
Operations Management and Admin	84,817	41,775	126,592	88,916	43,794	132,710	89,807	44,233	134,040	92,118	45,372	137,490	92,802	45,708	138,510	95,133	46,857	141,990	67%	33%	
Operations Management and Admin (Income)	189,597	77,441	267,038	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	0%	0%	
Head Office	189,597	77,441	267,038	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	71%	29%	
Head Office (Income)	(116)	(48)	(164)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Operations Total	1,400,359	2,404,659	3,805,018	1,504,967	2,721,285	4,226,252	1,319,980	2,466,184	3,786,164	1,498,439	2,902,656	4,401,095	1,523,116	2,854,704	4,377,820	1,518,862	2,850,813	4,369,675	34%	66%	
Strategic Services																					
Development Management	573,132	4,196	577,328	511,681	8,719	520,400	471,980	8,385	480,365	513,420	8,800	522,220	504,005	9,095	513,100	517,029	9,391	526,420	98%	2%	
Development Management (Income)	(105,732)	0	(105,732)	(74,500)	0	(74,500)	(85,000)	0	(85,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%	
Strategy and Projects Salaries	164,389	12,249	176,637	61,687	4,244	65,930	62,216	4,274	66,490	63,489	4,361	67,850	64,789	4,451	69,240	45,928	50,470	4,542	50,470	94%	6%
Strategy and Projects	89,637	559	90,196	72,129	90	72,219	68,977	68	69,044	101,080	45	101,125	101,055	45	101,100	102,495	45	102,540	100%	0%	
Strategy and Projects (Income)	(1,173)	0	(1,173)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Biodiversity Strategy	8,199	52	8,251	11,870	0	11,870	11,870	0	11,870	11,270	0	11,270	11,270	0	11,270	0	11,270	0	100%	0%	
Biodiversity Strategy (Income)	(380)	0	(380)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Environment Land Management System	24,072	0	24,072	32,170	0	32,170	32,170	0	32,170	0	0	0	0	0	0	0	0	0	0%	0%	
Environment Land Management System (Income)	(24,072)	0	(24,072)	(32,170)	0	(32,170)	(32,170)	0	(32,170)	0	0	0	0	0	0	0	0	0	0%	0%	
Water Environment Grant	23,118	0	23,118	11,653	0	11,653	11,653	0	11,653	11,653	0	11,653	11,653	0	11,653	0	11,653	0	100%	0%	
Water Environment Grant (Income)	(26,350)	0	(26,350)	(11,653)	0	(11,653)	(11,653)	0	(11,653)	(11,653)	0	(11,653)	(11,653)	0	(11,653)	0	(11,653)	0	100%	0%	
Communications	230,417	73,597	304,014	268,133	84,026	352,159	267,971	84,498	352,469	251,670	80,430	332,100	255,414	81,846	337,260	260,545	83,935	344,480	76%	24%	
Communications (Income)	(10,205)	5	(10,200)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
UK NP Communications Team	102,813	0	102,813	114,060	0	114,060	114,660	0	114,660	117,100	0	117,100	48,280	0	48,280	55,900	0	55,900	100%	0%	
UK NP Communications Team (Income)	(102,813)	0	(102,813)	(114,060)	0	(114,060)	(114,660)	0	(114,660)	(121,095)	0	(121,095)	(67,905)	0	(67,905)	0	(67,905)	0	100%	0%	
Visitor Centres and Yacht Stations	383,447	151,968	535,415	300,128	158,753	458,880	289,638	150,722	440,357	286,418	159,713	446,130	286,735	159,765	446,560	291,503	162,548	454,050	64%	36%	
Visitor Centres and Yacht Stations (Income)	(179,593)	(64,874)	(244,467)	(105,400)	(68,700)	(174,100)	(78														

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
	Actual Balance 1 April 2020 (incl interest)	(663,487)	(349,280)	(246,701)	(535,055)	(11,955)	(311,844)	(1,161,565)	(956,757)	(2,118,322)	
2020/21	Contributions to Reserves to 30/11/20										
	Mutford Lock Rent (MLK000552)	(1,462)	0	0	0			0	(1,462)	(1,462)	
	Upper Thurne Monies Recd (UTE000552)	0	0	0	2,932			2,932	0	2,932	
	Catchment Partnership (CAT000451)	0	0	0	(33,010)			(33,010)	0	(33,010)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(74,498)		(74,498)	0	(74,498)	
	CANAPE Income (CANXXX552)	0	0	0	0		55,656	27,828	27,828	55,656	
	UK Communications Team (Income)	0	0	0	(118,800)			(118,800)	0	(118,800)	
	Contributions from Reserves to 30/11/20										
	Replace mini digger, Sanderson Telehandler & NATO Floats x5 (VES000450)	0	67,950	0	0			20,385	47,565	67,950	
	Replace AO12 DWY, AO12 DWX & AO12 KFJ (VEH000450)	0	1,000	0	0			300	700	1,000	
	Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	2,211			2,211	0	2,211	
	Section 106 payments	0	0	0	1,441			1,441	0	1,441	
	Potter Heigham Staithers alterations (UTE000450)	0	0	0	6,529			6,529	0	6,529	
	Catchment Partnership (CAT000450)	0	0	0	21,289			21,289	0	21,289	
	UK Communications Team (UKC000450)	0	0	0	86,453			86,453	0	86,453	
	Computer Software (ICT000450)	0	0	0	937			628	309	937	
	COVID-19 Expenditure (COV000450)	0	0	33,204	0			33,204	0	33,204	
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0		313,707	313,707	0	313,707	
	CANAPE Expenditure (CANXXX450)	0	0	0	0			15,523	15,523	31,046	
		Actual Balance 01 December 2020	(664,949)	(280,330)	(213,497)	(565,073)	227,254	(225,142)	(855,443)	(866,294)	(1,721,737)
		Contributions to Reserves to 31/03/21									
	Vehicles (VEH000451)	0	(22,000)	0	0				(6,600)	(15,400)	(22,000)
	Mutford Lock Rent (MLK000552)	(538)	0	0	0				0	(538)	(538)
	Launches (LAU000451)	0	(30,000)	0	0				0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0				(3,900)	(9,100)	(13,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0				(9,380)	(4,620)	(14,000)
Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0				(46,000)	0	(46,000)	
Computer Software (ICT000451)	0	0	0	(10,000)				(6,700)	(3,300)	(10,000)	
Upper Thurne Monies Recd (UTE000552)	0	0	0	(2,932)				(2,932)	0	(2,932)	
Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)				(21,000)	0	(21,000)	
Heritage Lottery Fund (HLF000451)	0	0	0	0		(100,000)		(100,000)	0	(100,000)	
Heritage Lottery Fund Income (HLF61X552)	0	0	0	0		(421,665)		(421,665)	0	(421,665)	
CANAPE Income (CANXXX552)	0	0	0	0			(156,965)	(78,482)	(78,482)	(156,965)	
Contributions from Reserves to 31/03/21											
Replace mini digger, Sanderson Telehandler & NATO Floats x 5 (VES000450)	0	50	0	0				15	35	50	
Replace AO12 DWY, AO12 DWX & AO12 KFJ (VEH000450)	0	65,500	0	0				19,650	45,850	65,500	
Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	32,089				32,089	0	32,089	
Potter Heigham Staithers alterations (UTE000450)	0	0	0	1,471				1,471	0	1,471	
Catchment Partnership (CAT000450)	0	0	0	62,151				62,151	0	62,151	
UK Communications Team (UKC000450)	0	0	0	28,207				28,207	0	28,207	
COVID-19 Expenditure (COV000450)	0	0	1,796	0				1,796	0	1,796	
Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0		182,456		182,456	0	182,456	
CANAPE Expenditure (CANXXX450)	0	0	0	0			58,960	29,480	29,480	58,960	
Reserve split correction (to be journalled at year end)	0	0	0	0				(56,469)	56,469	0	
	Forecast Balance 01 April 2021	(711,487)	(293,780)	(211,701)	(475,087)	(111,955)	(323,147)	(1,251,256)	(875,901)	(2,127,157)	

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
2021/22	<u>Contributions to Reserves to 31/03/22</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)	
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)	
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)	
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)	
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)	
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)	
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)	
	Catchment Partnership (CAT000451)	0	0	0	(33,950)			(33,950)	0	(33,950)	
	Trade in for replacement vehicle (VEH000552)	0	(8,000)	0	0			(2,400)	(5,600)	(8,000)	
	Sale of old launch (LAU000552)	0	(7,000)	0	0			0	(7,000)	(7,000)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0		(521,799)	(521,799)	0	(521,799)	
	CANAPE Income (CANXX552)	0	0	0	0			(64,524)	(64,524)	(129,047)	
	UK Communications Team (Income)	0	0	0	(121,095)			(121,095)	0	(121,095)	
	<u>Contributions from Reserves to 31/03/22</u>										
	Replacement of AO12 TXS, AO12 TXU & AP12 GUA (VEH000450)	0	62,000	0	0			18,600	43,400	62,000	
	Replacement of AU12 OMA & AU12 OMB (RAN000450)	0	40,000	0	0			12,000	28,000	40,000	
	£30,000 hydraulic boat cradle; £10,500 hydro acoustic kit; £31,000 NATO floats (deferred £24,000 from 20/21); £8,000 large reciprocating mower; £7,000 rotary grass mower	0	86,500	0	0			25,950	60,550	86,500	
	Replacement of M/L Yare (LAU000450)	0	100,000	0	0			0	100,000	100,000	
	3D Hydrographic Survey about and below waterline(MLK000450)	10,000	0	0	0			0	10,000	10,000	
	Replacement of Yare House pool vehicles (two Smart) (PCP000450)	0	27,500	0	0			18,425	9,075	27,500	
	Repairs to How Hill Boat Shed (BHB000450) (trf from 20/21)	0	0	25,000	0			18,000	7,000	25,000	
Dockyard slipway and wet dock piling projects (PRM009450)	0	0	30,000	0			9,000	21,000	30,000		
Catchment Partnership (CAT000450)	0	0	0	38,950			38,950	0	38,950		
Heritage Lottery Fund costs (HLFXX450)	0	0	0	0		568,432	568,432	0	568,432		
CANAPE Expenditure (CANXX450)	0	0	0	0			40,840	40,840	81,680		
UK Communications Team (UKC000450)	0	0	0	117,100			117,100	0	117,100		
Forecast Balance 01 April 2022	(774,487)	(180,780)	(236,701)	(505,082)	(65,322)	(370,514)	(1,299,377)	(833,509)	(2,132,886)		
2022/23	<u>Contributions to Reserves to 31/03/23</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)	
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)	
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)	
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)	
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)	
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)	
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)	
	Catchment Partnership (CAT000451)	0	0	0	(34,650)			(34,650)	0	(34,650)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0		(234,918)	(234,918)	0	(234,918)	
	UK Communications Team (Income)	0	0	0	0						
	<u>Contributions from Reserves to 31/03/23</u>										
	Replacement of AO12 URK, AO12 DWP & AU12 OCN, (VEH000450)	0	57,945	0	0			17,384	40,562	57,945	
	Welfare barge, JCB JS160, Yanmar tracked carrier and JCB Tractor replacements (VES000450)	0	140,000	0	0			42,000	98,000	140,000	
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	57,300	0	0			17,190	40,110	57,300	
	Catchment Partnership (CAT000450)	0	0	0	34,650			34,650	0	34,650	
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0		200,240	200,240	0	200,240	
	CANAPE Expenditure (CANXX450)	0	0	0	0			5,690	5,690	11,380	
	UK Communications Team (UKC000450)	0	0	0	48,280			48,280	0	48,280	
	Closure of CANAPE & HLF reserve & repayment of loan	(26,000)	(32,500)	(32,500)	0		100,000	91,000	0	0	
	Forecast Balance 01 April 2023	(873,487)	(146,035)	(349,201)	(487,802)	0	(268,134)	(1,375,161)	(849,498)	(2,224,659)	

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2023/24	<u>Contributions to Reserves to 31/03/24</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(35,370)			(35,370)	0	(35,370)
	<u>Contributions from Reserves to 31/03/24</u>									
	Replacement of AO12 TXR, AO13 ABU, AO63 BHX & AV61 BWZ (VEH000450)	0	59,920	0	0			17,976	41,944	59,920
	Replacement wherry (VES000450)	0	120,000	0	0			36,000	84,000	120,000
Catchment Partnership (CAT000450)	0	0	0	35,370			35,370	0	35,370	
UK Communications Team (UKC000450)	0	0	0	55,900			55,900	0	55,900	
Forecast Balance 01 April 2024		(946,487)	(154,115)	(429,201)	(462,902)	0	(268,134)	(1,436,935)	(923,904)	(2,360,839)

Broads Authority

29 January 2021

Agenda item number 9

Strategic direction update

Report by Head of Governance

Purpose

This report proposes strategic priorities for the Broads Authority in 2021/22, and presents the latest Broads Plan summary of progress.

Recommended decision

To approve the strategic priorities for 2021/22 and note the Broads Plan summary of progress (July 2020 – Jan 2021).

1. Introduction

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities, which focus on projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target the Authority's resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although some projects will carry across several years.
- 1.2. Our proposed strategic priorities for 2021/22 are in paragraph 2. The final update on the current year's priorities will be reported to the Authority in March.
- 1.3. The Broads Plan is the partnership strategy for the Broads. The Authority publishes a summary of progress twice a year, showing key progress against all actions in the Plan. The latest summary (July 2020 to January 2021) is at Appendix 1.

2. Proposed strategic priorities 2021/22

- 2.1. There is considerable uncertainty at what the coming year has in store, both for the Authority and for the country. This includes Covid-19 transmission rates, vaccination rollout and lifting of Government restrictions; post-Brexit impacts; the performance of the Broads tourism industry; and the level of National Park Grant funding to the Authority. We are also awaiting Defra's response to the Landscapes Review, which is expected in the spring.
- 2.2. It is within this context that we propose the Authority's strategic priorities for the financial year 2021/22. A number of them are to maintain ongoing large-scale projects in last year's priorities, namely:

- CANAPE (Creating A New Approach to Peatland Ecosystems)
- Environment Land Management (ELM) scheme
- Responding to climate change (Broadland Futures Initiative and Climate Change Action Plan)
- Water, Mills and Marshes Landscape Partnership Scheme

2.3. We also propose the following new priorities:

- Broads strategy and policy review (Broads Plan and Local Plan)
- Safety in the Broads

Broads strategy and policy review

- 2.4. The Norfolk and Suffolk Broads Act 1988 requires the Authority to review the Broads Plan at least once in every five years, and if “as a result of any such review, the Authority is of the opinion that it is appropriate to vary the Broads Plan, it shall do so in such manner as it thinks fit.”
- 2.5. The current Plan was adopted in March 2017 following a lengthy and comprehensive review process. The Plan sets out long-term aspirations and medium-term objectives within the context of overarching long-term issues such as climate change.
- 2.6. The Landscapes Review Final Report (Sept 2019) includes the proposal that ‘Strengthened Management Plans should set clear priorities and actions for nature recovery including, but not limited to, wilder areas and the response to climate change (notably tree planting and peatland restoration). Their implementation must be backed up by stronger status in law.’ The detailed guidance to support this proposal is not likely to be produced before we need to review the Broads Plan.
- 2.7. A full review and rewrite of the Broads Plan can take up to two years. Given an uncertain and fast-changing operating environment and the considerable pressures on the Authority, we are proposing a lighter touch ‘refresh’ of the current Plan to bring it up-to-date, and make sure its aspirations and strategic objectives will be able to respond to the Landscapes Review and other emerging initiatives. If members support this proposal, officers will prepare a timetable for the Authority’s consideration at its next meeting.
- 2.8. The Local Plan for the Broads was adopted in May 2019 and is subject to review starting in 2021. It is important to note that this review will be undertaken in a period of change to the planning system. The Planning White Paper 2020 has proposed some quite fundamental reforms to the planning system, including how a Local Plan is to be produced and what it should include. It is anticipated that changes will come forward over the next few years and the Local Plan for the Broads will be produced to reflect the relevant regulations and legislation.

Safety in the Broads

2.9. The second new strategic priority is about safety in the Broads. One of our key areas of focus throughout 2020 was to implement and monitor measures to protect our staff, volunteers and members from Covid-19, and to respond to the influx of new visitors to the Broads when C-19 restrictions allowed. Our focus on safety has been compounded by the increase in accidents to Broads users, in particular the four tragic fatalities last year. As a result, the Authority resolved to implement a new package of safety measures for waterways users. This strategic priority is about implementing these measures and monitoring their effectiveness. We will also need to review and respond to the awaited Marine Accident Investigation Board report on the accident at Great Yarmouth.

Table 1

Strategic priorities 2021/22 (draft)

Theme, aims and milestones	Lead officer
<p>1. Broads strategy and policy</p> <p>(a) Broads Plan refresh Aim: To refresh strategic objectives and timescales and consider the Government’s response to the Landscapes Review and its implications for Management Plans. Milestones: TBC (expected at the March BA meeting)</p> <p>(b) Local Plan for the Broads review Aim: To review and update the Broads planning policy framework Milestones:</p> <ul style="list-style-type: none"> • Produce Sustainability Appraisal Scoping Report - Autumn 2021. • Produce Issues and Options version of Local Plan ready for consultation in 2022. • Produce evidence base on various topics - 2021 and early 2022. Topics to include housing need. 	<p>(a) Head of Governance (b) Planning Policy Officer</p>
<p><u>2. CANAPE (Creating A New Approach to Peatland Ecosystems)</u></p> <p>Aim: To implement work packages 3 and 4 to agreed schedules. Milestones:</p> <ul style="list-style-type: none"> • Complete Chara Bay construction work - April 2021 • Develop and contribute to the CANAPE Conference - Oct 2021 • Begin construction work at paludiculture demonstration site at Horsey - Aug 2021 	<p>CANAPE Project Manager</p>

Theme, aims and milestones	Lead officer
<p>3. Environment Land Management scheme (ELMs)</p> <p>Aim: To implement sustainable wetland and lowland grazing options within ELM scheme.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Conduct and write up 3 farmer seminars with advisory group testing role of local land management boards - Apr-Jul 2021 • Conduct survey on role of local conveners in ELM scheme - Mar-May 2021 • Hold collaboration workshop - May 2021 • Finalise Operating Procedures for Broads land management board - Jul 2021 • Complete final report and Defra handover meeting/presentation - Jul 2021 	<p>Environment Policy Adviser</p>
<p>4. Responding to climate change</p> <p><u>(a) Broadland Futures Initiative</u></p> <p>Aim: To implement the joint programme of work with the Environment Agency and other partners to develop longer-term integrated flood risk management for Broadland.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Hold virtual exhibition and online survey – Jan-Apr 2021 • Hold first meeting of Elected Members Forum – Spring 2021 • Various technical deliverables from consultant – throughout 2021 <p>(b) Climate Change Action Plan</p> <p>Aim: To reduce the carbon footprint of the Broads Authority and the Broads Executive Area ('Broads Area').</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Broads Area carbon baseline (Smallworld Consulting Ltd) – Jun 2021 • Broads Authority footprint for 2020/21 – Jun 21 • Solar power at Dockyard – Oct 2021 • Consultation and consensus building on sustainable propulsion in the Broads (ongoing) 	<p>(a) Director of Strategic Services</p> <p>(b) Carbon Reduction Project Manager</p>

<p>5. Safety in the Broads</p> <p>Aim: To manage and monitor safety in the Broads for Authority staff and volunteers and for Broads users.</p> <p>Milestones: (add dates)</p> <ul style="list-style-type: none"> • Recruit and train new Rangers – April 2021 • Prepare and make available 9 training videos – April 2021 • Develop survey approach of visitors to assess handover procedure and effectiveness of videos - TBC • Review MAIB report when published - TBC 	<p>Head of Ranger Services</p>
<p><u>6. Water, Mills and Marshes Landscape Partnership Scheme</u></p> <p>Aim: To implement partnership projects to agreed schedules.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Monitor and report progress (Sept/Mar) • Submit quarterly claims to National Lottery Heritage Fund (Apr/Jul/Oct/Jan) • Implement fundraising plan with partners (May) • Hold Broads Hidden Heritage Conference (Nov) 	<p>WMM Programme Manager</p>

Author: Maria Conti

Date of report: 07 January 2021

[Broads Plan](#) strategic actions: All

Appendix 1 – Broads Plan summary of progress July 2020-Jan 2021

Broads Plan 2017

Summary of progress: July 2020 to January 2021

This summary highlights key actions by the Broads Authority, working with its partners, to implement the strategic management plan for the Broads. All Broads Plan progress summaries are published on our website at [strategy \(broads-authority.gov.uk\)](https://www.broads-authority.gov.uk/strategy).

A. Managing water resources and flood risk	1
B. Sustaining landscapes for biodiversity and agriculture	2
C. Managing water resources and flood risk	4
D. Conserving landscape character and the historic environment	5
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F. Raising awareness and understanding	8
G. Connecting and inspiring people	9
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A. Managing water resources and flood risk

1.1 Promote and implement best practice water capture and water use measures at a community level, and support a whole farm water management approach across the Broadland Rivers Catchment

- Rivers Trust, Environment Agency and Water Resources East awarded 'Water for Tomorrow' Interreg funding, with Broadland Rivers Catchment a major focus, particularly Ant and Upper Thurne sub-catchments. Project starting Jan 2021 to run computer scenarios of multi-sector sustainable water storage and abstraction licensing to predict effects on ground and surface water and on dependent wetland habitats and species.

1.2 Promote and implement catchment measures to manage water resources and respond to periods of water shortage and scarcity (incl. abstraction controls, water transfer and trading, infrastructure improvements)

- Broads Authority agreed to continue membership of Water Resources East until publication of Water Resources Regional Plan in Sept 2023.
- Environment Agency (EA) providing ongoing water abstraction advice and onsite visits to farmers and other stakeholders.

1.3 Maintain current coastal, tidal and fluvial flood risk management strategies relevant to the Broads, Gt Yarmouth and interrelated coastal frontage, and prepare a longer-term, integrated, strategic approach

- Broadland Futures Initiative (BFI) virtual exhibition in preparation for launch in early 2021. Terms of reference drafted for Elected Members Forum as part of decision-making for long-term flood risk management in BFI area. More information at [Broadland Futures Initiative](#).



- Coastal Adaptation Supplementary Planning Document in preparation.

- Broadland Rivers Flood Risk Management Plan draft measures 2021-27 produced. Measures include bidding for revenue funding for flood asset maintenance, implementing Shoreline Management Plan, engaging landowners in flood mitigation options, and natural flood management and habitat improvements.

1.4 Investigate, plan and promote schemes to hold back or divert flood water, moving from retrospective to proactive approaches

- Water Sensitive Farming initiative 2018-21: 20 visits to individual farm sites (not incl. revisits); 81 ha land use improvements (buffer strips, cover crops and headland mixes); 16 silt trap/water interventions across 6 farm sites to hold back and divert run-off and stop sediment entering watercourses - locations include Sennowe Estate and Pudding Norton (Wensum) and Kirby Cane (Yare).
- All BCP project updates at www.broadlandcatchmentpartnership.org.uk/news.

B. Sustaining landscapes for biodiversity and agriculture

2.1 Carry out lake restoration, maintenance and enhancement work including bio-manipulation; use monitoring evidence to trial and implement further innovative lake restoration techniques

- [CANAPE project](#): Third winter of work underway at Hickling Broad; work complete at Horsey Mere. Next project stage is habitat restoration on still water area behind Chara Bay.
- Potter Heigham fish barrier maintenance and replacement work underway.
- Muckfleet flood bank works completed and channel desilted. Improvements to water control structure improvements investigated to deliver better control of water levels, fish passage and flood defence to Muckfleet and Trinity Broads.
- Martham Dyke Main Drain Realignment: Dissolved oxygen being monitored to inform Pumping Station replacement data. Tree and hedge planting planned.

2.2 Promote and implement measures to reduce point and diffuse pollution into the floodplain and water courses, commensurate with EU/national water and habitat targets and with sustainable farming

- Water Sensitive Farming initiative 2018-20 Phase 3 project delivery - see action 1.4

2.3 Maintain and enhance existing areas of priority fen, reed bed, grazing marsh and wet wood-land through site management agreements/prescriptions and support services to site managers

- Water, Mills & Marshes, 5A Broads Land Management: Virtual waterfowl management event held in Nov. 'Wet Grassland for Breeding Wader Management' manual distributed to farmers and landowners and 7 advisory farm visits completed.
- British Sugar, Raveningham Estate, Thorpe Hall, Ludham Hall and several farms carrying out marsh works including foot drain reprofiling. Project advice given for total area covering 675ha with 21,171m of foot drains reprofiled and 1291m created.
- [Environmental Land Management Scheme](#) tested in Broads with c.80 farmers and land managers; Broads Tier Structure report and action plan submitted to Defra.
- National project group established to look at sustainability of wildfowling at county level.
- New study commissioned on Broads carbon stores to assess peat depth and loss over last 40 years (supporting UEA study 2010). Study will provide baseline analysis for carbon offsetting and mitigation options with report, including digitised mapping, completed in early 2021.
- [Horsey Wetland Demonstration Project](#) proposed (part of CANAPE) to create new 3ha wetland site to trial reed mace and reed production and showcase paludiculture (wetland agriculture).
- Thurne Integrated Drainage Improvements plans and business case in preparation.
- Halvergate High Level Carrier Phase 3: Partnership bid approved in principle to extend carrier 3km to east and improve habitat for wintering and nesting birds. Schedule: Consultation/design - winter 2020/21, environmental mitigation works - spring 2021, main construction completion autumn 2021.
- Breeding waders: New scrapes and habitat improvements created at Upton Marshes Reserve.
- Broads Reed and Sedge Cutters Association supporting discussions with Broads Authority and Natural England to inform new [Lowland Peat Task Force](#) convened by Defra.

2.4 Define, implement and monitor management regimes for priority species and invasive non-native species

- Floating Pennywort (pictured, right) removal underway at River Ant/North Walsham and Dilham Canal. BA operations including routine control of Himalayan balsam, Japanese knotweed and giant hogweed in agreed areas. Control of New Zealand pygmy weed unsuccessful and plans are to isolate, drain water and spray.
- Dikergammarus (killer shrimp) found in Trinity Broads; survey/control work and public awareness campaign in progress.



Floating pennywort

- Water vole: Post-works monitoring carried out Muckfleet channel and new soke dykes.
- Nathusius bat: Partnership research project to assess bat migrations underway with Dutch government.
- AONBs pledged through Colchester Declaration to implement Landscapes Report (Sept 2020) recommendations. Each AONB asked to identify five iconic flagship species for nature recovery work; Norfolk Coast Partnership chosen little tern, pink-footed goose, harbour seal, barbastelle bat and white-clawed crayfish.

2.5 Create 'bigger, better and more joined up' areas of priority habitat by identifying opportunities and developing site-specific plans for new habitat areas, connections, buffer zones and pollinator networks

- Broads Nature Recovery Plan being drafted following Government announcement (5 Nov) on Nature Recovery Networks, a major commitment in the 25-year Environment Plan and part of the forthcoming Nature Strategy.
- 1000 acres of new wetland habitat created at Suffolk Wildlife Trust Carlton Marshes Reserve, together with new visitor centre and network of paths and viewpoints.
- ELMS Broads Test and Trial – see action 2.3.

C. Managing water resources and flood risk

3.1 Implement dredging regimes in accordance with defined water-ways specifications, and seek resources/legislation to accelerate the removal of sediment in the Broads system

- To end Nov 2020, 31,530m³ dredged sediment removed from prioritised sites (76% of programmed target of 41,400m³ for 2020/21). Sediment being used for reedbed creation as part of CANAPE project (Upper Thurne) and at Peto's Marsh (River Yare). Full dredging breakdown reported to [Navigation Committee](#).
- Modelling being revised to help identify and target areas to be dredged to meet Waterways Specification depths.
- Environment Agency guidance redrafted on rules for exemptions from Environmental Permitting when placing dredged sediment on river banks (expected publication by end Mar).



BA Operations technicians refurbishing waterways facilities

3.2 Implement plans and good practice guidance to reduce soil erosion into the waterways, manage areas lost or vulnerable to erosion, and dispose of dredged material in sustainable and beneficial ways

- BA Waterways Management Strategy and Action Plan in production, updating Sediment Management Strategy (pb. 2007) and embracing latest methods of dredging and moving sediment, hydrographic surveys, and water plant cutting and riverside tree management.

4.1 Maintain existing navigation water space and develop appropriate opportunities to expand or extend access for various types of craft

- BA involved in regular liaison meetings with Network Rail (incl. Trowse Rail Bridge Working Group) looking at operational issues of swing bridges, communication with signalmen and Network Rail capital investment programme.
- River Wensum Strategy Group in design and planning app stages for ['missing link' project for riverside walk](#); predicted design completion Feb 2021 and overall project completion Mar 2022.

4.2 Carry out appropriate aquatic plant cutting and tree and scrub management programmes and seek resources to increase operational targets

- [Annual riverside tree and scrub management programme](#) ongoing with c.3,500m of bankside habitat identified for works using contractors and in-house staff. Water plant harvesters completed works on southern rivers (Sept) and northern rivers (Oct). Plant growth particularly notable in parts of Upper Thurne and Bure. Updates reported to Navigation Committee.

4.3 Implement, promote and monitor measures to maintain and improve safety and security for the navigation and boats

- BA Ranger navigation patrolling and performance target updates reported to [Navigation Committee](#).
- Package of new [navigation safety measures](#) agreed in November, including additional seasonal Rangers and online safe boating information for hirers.
- BA Rangers held 6 Super Safety Days, giving advice to boaters on general navigation safety.

D. Conserving landscape character and the historic environment

5.1 Implement measures to protect, conserve and enhance the distinctive landscape character and historic assets of the Broads

- Water, Mills and Marshes 'Land of the Windmills': Restoration work near completion at Six Mile House including new cap; Strumpshaw Mill interior limewashed; CPT surveys completed at Muttons Mill and Herringfleet Mill (pictured, right) to establish ground conditions, and underpinning schemes developed. Listed building consent and planning permission granted for repairs to Muttons Mill and High's Mill, and work underway for proposals at Herringfleet Mill.



Herringfleet Mill

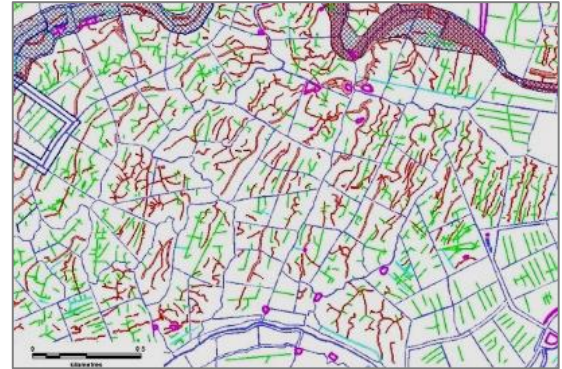
- Local Lists: BA supporting Norfolk County Council bid for Government funding for pilot project to establish criteria for local listing across county with public database, and to develop and consolidate local lists.

5.2 Produce, update and promote local landscape conservation action plans, appraisals and enhancement schemes

- Ludham Conservation Area Appraisal adopted. Work underway on Belaugh Conservation Area reappraisal.

5.3 Develop measures to investigate, record and protect local built and cultural features, archaeology and potential hidden heritage (incl. waterlogged assets, waterways history, settlement patterns, WWII remains)

- Water, Mills & Marshes 4C Broads Hidden Heritage: Work ongoing to support research into history of grazing marshes. Lidar (laser scanning of ground surface) data shows numerous surviving earthworks. Volunteer work on digitising interpretations within Geographical Information System on hold due to Covid-19 but Norfolk County Council's Air Photo Interpretation Team undertaking work on priority area of South Walsham marshes and on developing GIS layer of tithe



Map image of LIDAR data supporting research on Broads grazing marshes

transcription work. Digitisation of Halvergate, Tunstall and Acle and South Walsham detached areas completed. Further work carried out with Lidar data and Halvergate/South Walsham detached plotted; extract shows this 75% complete.

5.4 Implement and promote measures to conserve and enhance local geodiversity sites and assets across identified work areas in Norfolk Geodiversity Action Plan

- Norfolk Geodiversity Partnership provided information on Broads geodiversity for [Water, Mills & Marshes](#) website including landscape evolution, rubble walls and ship's ballast.
- The Geology Trusts contracted with Natural England to do site condition monitoring for some geological SSSIs in Norfolk incl. Bramerton Pits.
- Data on County Geodiversity Sites (CGS) and 14 candidate CGS in Norfolk part of Broads made available to local authority planners through Norfolk Biodiversity Information Service.

5.5 Expand the longer-term resource of land management and heritage construction and maintenance skills training and qualifications

- Water, Mills and Marshes heritage skills training: Following Covid-19 delays, City College Norwich trainees now completing restoration works at Six Mile House and Strumpshaw mills. Students also working on joinery items at college.

5.6 Build on measures to reduce the impacts on the Broads of visual intrusion and noise and light pollution, and pursue potential for dark sky place status

- BA looking into potential for How Hill to be Dark Sky Discovery Site, and taking part in Norfolk Coast AONB Dark Skies Festival 2021 after successful contribution in 2020 festival using podcasts and online competitions during Covid-19 restrictions.
- Undergrounding wires scheme: No progress due to Covid-19 restrictions.

E. Offering distinctive recreational experiences

6.1 Develop and implement schemes to upgrade and improve the network of access points and routes (where adverse effects can be prevented), linked to visitor facilities and including easier access for people with mobility and sensory needs

- Integrated Access Strategy action plan and project scoring matrix updated.
- All slipways in Broads recorded and mapped; team assessing where facilities can be added or improved. Planning permission granted to install pontoon at Peto's Marsh (awaiting EA permits) and new pontoons installed at New Mills, Norwich.
- Reedham permissive path opened, with all furniture installed. First bundle of footpath extinguishments completed and awaiting formal removal from map (clean-up of PROW network following BESL flood alleviation works).
- [Discovery Hubs](#) proposal (pictured, above) presented to BA 20 Nov; BA met with Broads Charitable Trust and Beccles Town Council in December to discuss siting of hub on Beccles Quay.



Artist's image of Discovery Hubs visitor information points

- Funding bids submitted to EXPERIENCE project to restore signs and sculptures on Wherryman's Way and to install first Discovery Hub.

6.2 Implement measures to improve the network provision of riverside facilities, incl. refuse and recycling services, electric power points, water and pump out

- BA working with North Norfolk DC to replace waste facilities in Hoveton.
- BA construction and maintenance schedule carried out during Covid-19 restrictions, incl. repairs to electric charging points and 3 new pillars at refurbished Acle Bridge mooring, keeping aggregate paths topped up and level, replacing broken or missing mooring posts, fixing gauge boards at bridges and replacing loose capping timbers. Regular construction and maintenance updates reported to [Navigation Committee](#).

6.3 Maintain, develop and promote a coordinated and year-round programme of activities (taking measures to prevent any adverse environmental impacts)

- Broads events programme 2020 decimated by Covid-19. Virtual events being planned for 2021 including 'Broads day' within Discover National Parks Fortnight. BA planning for C-19 safe outdoor education events at Norwich Forum in 2021. Visit the Broads website improvements made to allow event organisers to upload copy.
- Water, Mills and Marshes:
2B Going the Extra Mile: BA worked with BBC Countryfile to promote works at Herringfleet Smock Mill, importance of drainage mills in Broads landscape and experience of heritage

carpentry apprenticeships. Programme also focused on rewilding and rewetting project at Somerleyton estate as part of WMM 5A: Broads Land Management.

- 1C Mapping the Broads: "New Perspectives on the Rural: Landscape, Community and Creativity" symposium held at Norwich University of the Arts on 16 Dec. Talks focused on issues of connecting populations with their rural landscapes in engaging and sustainable ways.
- 1A Celebrating the Landscape: Contribution to Norfolk Heritage Open Days (HODs) Sept 10-19 included new [YouTube video](#) produced with A Shot of Wildlife of virtual tour around Mills Trail on Halvergate Marshes. Presenter also created more films in Broads area highlighting unique wildlife, and more productions planned in 2021. WMM team worked with local historian and poet to create new [walking-tour podcast](#) along Angles Way from Yarmouth to Geldeston Locks and additional on-site interpretation planned.
- WMM team planning end of scheme event at Beccles Quay in spring/summer 2022 and liaising with SeaChange Arts, Gt Yarmouth on community event planning.

6.4 Implement Broads Angling Strategy action plan through partnership working and securing of additional resources

- Broads angling access map published on [new angling page on BA website](#).
- Broads Angling Strategy Group working with Postwick Parish Council to pursue fisheries permit for angling platforms to help prevent anti-social behaviour and loss of angling access at site.

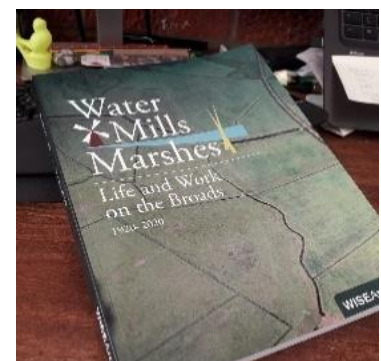
F. Raising awareness and understanding

7.1 Develop integrated, multimedia communications to boost local community and visitor awareness and appreciation of the special qualities of the Broads National Park

- National Parks UK communications team launched new website and revised format of e-newsletter 'Postcards from the Parks'. Plans underway for virtual Discover National Parks fortnight in 2021.
- English National Park Experience collection secured Visit England funding (to April 2021) to shift focus to domestic tourism and direct bookings. New Experiences will form part of collection.

BA and Broads Tourism teamed with Visit East of England and all DMOs in Norfolk and Suffolk to promote area using 'Unexplored England' marketing campaign. Partnership working on application to become a 'Tourism Sector'.

- Visit the Broads ran successful social media campaign to attract new followers with adverts seen 1.1m times and 14k Facebook likes. E-newsletter now has 4,000 subscribers; website attracted 203k visits and 754k page views during condensed 2020 season.



Water Mills and Marshes book: Life and Work of the Broads

- Water, Mills & Marshes 1B Capturing the Landscape: Final output from project is publication of collection of oral histories now available online and in local book shops. See more on all WMM projects at www.watermillsandmarshes.org.uk.

7.2 Maintain and upgrade the range and provision of multi-media and ‘point of need’ visitor information and interpretation

- Water, Mills and Marshes: New website launched (Sept) with content incl. educational materials for schools/home learning. Social media July-Dec 2020: 92.4k Twitter impressions, 2.5k website users with 6.5k page views, Instagram 365 followers.
- Broads National Park signage: Large mural installed at Lowestoft train station concourse on space donated by Community Rail Partnership, close to new visitor centre. Signs installed at Great Yarmouth station and plans in place for other stations in 2021.
- Visitor centres (TICs): BA launching Broads National Park TIC at Ranworth Staithe in April 2021 and working with NWT to promote activities. SWT opened new Visitor Centre at Carlton Marshes with official launch planned for 2021. BA yacht stations and visitor centres attracted high visitor numbers during condensed 2020 season. Hoveton TIC served as remote information and advice centre during C19 lockdowns. C-19 halted plans for new joint Visitor Centre at Norwich Forum - Norwich City Council considering 2021 strategy and BA pursuing options for display presence at Forum in 2021.

7.3 Implement industry-based measures to strengthen the quality and distinctiveness of the Broads tourism offer, including careers and skills training

- BA supplying Broads Tourism with links on C-19 safe operating measures and training to support businesses, incl. Government advice and BA guidance, Visit England and Visit Britain resources and training support, and grants available to tourism sector to adapt to latest guidelines. Broads Tourism issuing weekly information to their members.



G. Connecting and inspiring people

8.1 Update and adopt Broads spatial planning policies and site-specific allocations to support local business, housing need, community facilities and transport choices, and to ensure development occurs within environmental limits

- Residential Moorings Guide and Peat Guide (supplementing Local Plan policy) drafted.
- Scoping work underway on reviewing Local Plan for the Broads.
- Better Broadband schemes for Norfolk and Suffolk ongoing.

8.2 Develop comprehensive approach to enhancing sites that are strategically important for their heritage or green infrastructure value

- Project proposal in development for Hoveton Riverside Park.
- BA working with Norfolk LPAs on countywide Green Infrastructure Plan.

- Wetland demonstration project, Upper Thurne – see 2.3

9.1 Widen the range of active and entry level/ taster initiatives that promote physical and mental health and wellbeing, based in the Broads natural environment

- Water, Mills and Marshes: No activities held during this period.

9.2 Offer a flexible range of practical volunteering programmes, events and training, and establish a longer-term succession strategy

- Covid-19 lockdown restrictions limiting BA and partner volunteering activity since March 2020.
- BA Volunteer Coordinator contributed to National Parks Volunteer Coordinators and Voluntary Norfolk online conferences on managing volunteers during C-19.



Volunteer working on Hoveton boardwalk repairs

- BA volunteers receiving weekly C-19 video updates and monthly Big Sky Views eNewsletter. New online system in operation for volunteers to claim expenses. Volunteers able to access ELMS online training; courses specific to Broads volunteering being developed. Face-to-face training limited to essential requirements.
- Water, Mills & Marshes: Volunteer activity low due to Covid-19 restrictions; data awaited.

9.3 Increase the scope for partnership fundraising and other income generation initiatives to support Broads-themed projects

- Additional funding of £175,000 for English National Park Experience Collection secured from Visit England to allow additional work to 31 Mar 2021. This will fund resources managed by Peak District NPA to review existing experiences and create direct booking platform and additional experiences in collection.
- BA working with Visit East of England and all DMOs in Norfolk and Suffolk to promote area with Unexplored England campaign funded by Visit England. Ongoing campaign targets domestic audiences.
- £2,543,602 grant awarded by National Lottery Heritage Fund on behalf of Defra to Access Unlimited coalition, which comprises YHA (England & Wales), Outward Bound Trust, Scouts, Girlguiding, Field Studies Council and the 10 English National Parks. Grant will fund ambitious Generation Green Project to prioritise young people from BAME groups, disadvantaged backgrounds and coastal communities. 16-month project will enable retention of 20 jobs, creation of 10 new jobs, one paid internship, 30 Kickstart placements, 7 apprenticeships and 659 skilled volunteer roles in the outdoor sector. Access Unlimited will provide more than 100,000 progressive opportunities to connect young people to nature.

9.4 Improve the capacity of the Broads Environmental Education Network (BEEN) to develop and run educational programmes and events for local schoolchildren

- Development of Broads Curriculum resources and activities ongoing, incl. KS2 schemes of work for 'Should the Broads be protected?' (history, geography, science, literacy, drama and art), and river resources and KS3 Seal resources with Norfolk Coast AONB. KS2 Seal resources to be trialled in Winterton Primary school in early 2021.
- Generation Green project bid successful. Engagement Project officer post in development for recruitment in Jan/Feb. Youth engagement project to be delivered 2021-22 with partner organisations incl. YHA and schools.
- BA engaged in production of video resource for Magdalen Gates Primary and in-school activity day for 45 Wensum Junior pupils.
- Wherry resources being further developed following Broads Trust project.
- Broads Environmental Education Network (BEEN) virtual meeting held 25 Nov with 14 organisations; included shared learning on operating within C-19 restrictions.
- Water, Mills & Marshes:
 - In-school engagement suspended due to Covid-19 and activities moved online. 9 posts written for website, each exploring different Broads aspects from pollinators and peat to wherries and local mythologies. Related activities and links for families and school children included with each post and shared on school hubs.
 - School Art Competition run on 'Life in the Dykes'.
 - RSPB produced curriculum-linked resources for KS2 pupils on RSPB Strumpshaw Fen. Pack of science and geography lessons with full resources completed, linked to Explorer Theme and Adventure Trail. Teachers trialling resources.
 - New [KS3 geography curriculum](#) launched, created by Geography Fieldwork Academy in Suffolk. GFA also volunteered to run contest for KS3 students to design 'Broads Triathlon' as study on balancing stakeholder needs in this sensitive area.

9.5 Develop and run motivational outreach activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience

- UK National Park Authorities collaborated on bid to national Kickstart Scheme to get young people into employment - Broads Authority bid for seven job placements.
- Access Unlimited Project Bid awarded Dec 2020. Now called Generation Green, the partnership project is to get young people out into protected landscapes and natural areas. All English NPAs submitted projects on themes of youth engagement, active volunteering, youth rangers and youth action. Broads offer involves employing one F/T or 2 P/T project officers between Feb/Mar 2021 and Feb/Mar 2022 - role description developed for recruitment Feb 2021.

- Youth Social Action with Clarion Housing #iwill project funding bid successful. Four NPAs incl. Broads Authority funded to run social action projects with local youth groups. Programme of activities proposed with Community Action Programme groups.
- Local young people and NPA Youth Rangers involved in DEFRA 'Respect the Outdoors' campaign, following increase in new visitors to countryside due to Covid-19 travel restrictions. Resulting messages distributed on bus shelters and social media, incl. 37 million Facebook followers via LadBible.
- Water, Mills & Marshes: Contractor not delivering school activities during Covid-19 restrictions.

H. Building 'climate-smart' communities

10.1 Develop and promote tailored 'climate-smart' mitigation and adaptation measures, guidance and support to local communities

- BA received Public Sector Low Carbon Skills Fund to survey BA Dockyard and develop plan to reduce its energy consumption and carbon footprint. Survey commissioned on consumption footprint for Broads National Park area.
- Electrifying the Broads Group discussing options incl. electric Ranger launches and piloting hydrogen launch. BA presented concept of virtual power to Beccles Town Council (Nov).
- 4th edition of [Broadland Futures Initiative newsletter](#) published.
- Final version of [Natural Capital Assets Evidence Compendium](#) published.
- Green tourism promoted through local businesses:
www.visitthebroads.co.uk/the-blog/a-sustainable-broads-national-park

10.2 Commission and coordinate research to inform management approaches to decrease carbon emissions and increase carbon sequestration in the Broads

- Joint contract launched with South Downs NPA for Smallworld Consulting Ltd to carry out consumption-based footprint for executive area.
- QMUL study funded by CANAPE on peat depth and peat loss rates completed, giving new estimate of carbon stored in the Broads and the rate of loss.

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January 2021

Broads Authority

29 January 2021

Agenda item number 10

Broadland Futures Initiative- Elected Members Forum

Report by Director of Strategic Services

Purpose

This report gives an update on the progress of the Broadland Futures Initiative (BFI), and the set-up of its Elected Members Forum (EMF).

Broads Plan context

Strategic actions to prepare for future flood risk management that better copes with our changing climate and rising sea level in the BFI area, which comprises the Broads Authority Executive Area. BFI engages with local communities and other stakeholders.

Recommended decision

- i. To note the report on progress, in particular the engagement campaign from January to April 2021.
 - ii. To nominate the Broads Authority representatives to the Elected Members Forum.
-

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1. Introduction

- 1.1. The Broads landscape is of international importance, comprising a rich mosaic of wetland habitats, farmland, winding waterways, towns, villages and historic features, coastal beaches, dunes and low sandy cliffs. The landscape has been influenced and shaped over thousands of years by natural processes and by the way people have lived and worked. Rising sea levels and a changing climate make the area increasingly vulnerable to the risks of flooding and erosion, with the local environment and economy increasingly reliant on flood risk management structures.
- 1.2. The BFI is a partnership for future flood risk management in the BFI area. The main goal is to agree a framework for future flood risk management that better copes with our changing climate and rising sea level. The focus will be on what happens from the mid-2020s onwards, however we need to start planning now to secure support and make well-informed decisions. The recent flooding events in South Norfolk and North Norfolk have reminded us of the challenges we all face and the increased risks of flooding due to climate change. We strongly believe that having a strategic approach to better manage and improve our collective resilience to these types of events can need collaborative working, and that is why initiatives such as the BFI are so important for our local communities.
- 1.3. Flooding can affect many aspects of community life in our area: tourism, recreation, the natural environment, agriculture and where we live and work can all suffer adverse impacts as a result of flooding. BFI will make sure that these interlinked interests are all considered, with the full involvement of local communities and other stakeholders.
- 1.4. The BFI Project Team has been set up by organisations responsible for managing coastal and inland flood risk. The Environment Agency has the lead responsibility and is working with Natural England, County and District Councils, Internal Drainage Boards, Broads Authority, National Farmers Union, and RSPB. The Broads Authority supports the Project Team and governance arrangements. The Director of Strategic Services chairs the meetings of the Initiative Project Team every 2 months.
- 1.5. The [Broadland Futures Initiative \(broads-authority.gov.uk\)](https://broads-authority.gov.uk) website contains a description of the project, its partnership, the BFI newsletters, the minutes of the meetings, and contact details. It also contains study reports available to download and read on the origins of the plan area, the sources and nature of flood risk, coastal processes, current approaches to flood risk management, and the future impacts of climate change.
- 1.6. Following a high-level review in 2016, the Environment Agency agreed to review the Flood Risk management areas. As a result, the BFI area comprises the whole Broads Authority Executive Area, as well as the Broadland Flood Alleviation Strategy flood compartments, the Eccles-Winterton and Great Yarmouth strategies, and the flood zone associated with the Walcott coastal frontage – see appendix 2.

2. Progress report

- 2.1. The 2016 high-level review used existing information and projections for changes in the environment, technology and funding. It also identified areas where more evidence is needed.
- 2.2. Since 2016, the Environment Agency has secured some funding and procured services to gather further information to fill the identified evidence gaps. The delivery of additional evidence started in 2019, when we undertook public surveys and awareness raising at existing community group meetings. In 2020, as a result of the Covid-19 related constraints, we designed an alternative engagement campaign to avoid face-to-face meetings, and prepared the Elected Members Forum set-up (see section 3).
- 2.3. An important engagement campaign is scheduled in early 2021, targeted at all people who live in, work in or visit the area. It includes an online virtual exhibition, an online survey, and additional engagement activities such as virtual village hall evenings. The online survey is open to all from 18 January to 11 April 2021. The links and information to the virtual exhibition and online survey will be available on the website.
- 2.4. In the virtual exhibition, there is an overview of BFI and why we are consulting, and a range of posters related to the study reports mentioned at section 1.5. There will also be some videos on dredging and flood modelling.
- 2.5. The online survey will accompany the virtual exhibition. Responses to this survey will help us set the objectives for the BFI strategy plan, and design the framework for future flood risk management. It will inform the EMF in their decision-making process, as a 'temperature check' as to how the public feel. The engagement package is designed to raise their awareness on how the future decisions will be made and to help the public complete the survey.
- 2.6. An update on the 2021 engagement campaign will be given verbally at the meeting. All members are welcome to take part in the activities and to respond to the survey.

3. The Elected Members Forum

- 3.1. BFI is working in partnership with local communities to identify the way forward. The soon to be created Elected Members Forum will make the core decisions to agree the framework for future flood risk management. The governance model emulates the approach taken by the Shoreline Management Plan process, building on experience and best practise from flood and coastal erosion risk managers.
- 3.2. The role of the EMF will be to receive advice and recommendations, review progress and propose decisions based on financial, environmental and technical evidence presented by the Project Team. The EMF will take back their conclusions for formal adoption by our Local Authorities and endorsement by our Regional Flood and Coastal Committee (RFCC). More details are in the Draft Terms of Reference at Appendix 2.

- 3.3. The EMF will include one representative from each Local Authority within the BFI area, preferably with an interest in flood risk management. Elected members from the following Authorities have been invited: North Norfolk District Council, Great Yarmouth Borough Council, Broadland District Council, Norwich City Council, East Suffolk Council, South Norfolk Council, Norfolk County Council and Suffolk County Council. The Broads Authority will also be represented by one of their members, who does not need to be an elected member.
- 3.4. It is expected that the EMF will meet at least once a year and up to three times a year, dependent on progress and decisions required.
- 3.5. The EMF will receive support from the BFI Project Team. The first step will be to share the knowledge and baseline understanding regarding flood and coastal risk management, with presentations from technical experts, and feedback on the views expressed by the local community. The next step will be to start discussing the decisions needed as regards to future approaches to flood risk management.
- 3.6. The aim is to guide the decision-making process to form an adaptive pathway for future flood risk management projects, agile and able to adapt to change. We want to be aspirational as well as realistic, keeping democracy at the heart of decision making.
- 3.7. We aim to held the first meeting of the EMF before the end of the 2021 engagement campaign. This is dependent on the timings of the response from the local authorities concerned. An update will be given verbally at the meeting.

4. Financial implications

- 4.1. The Broads Authority provides officer time to support the BFI work. This includes in particular the Director of Strategic Services, communications officers and administrative officers. A wide range of expertise throughout the organisation has also provided feedback to the content being developed.

5. Risk implications

- 5.1. For the future flood risk management framework to be accepted by the majority of people, it is crucial that the decision-making for future flood risk management is well understood by the local community and supported by sound governance.

6. Conclusion

- 6.1. Members are invited to decide on the nomination of the representative for the Broads Authority, as well as a substitute, in the event that they are unable to attend.

Author: Marie-Pierre Tighe

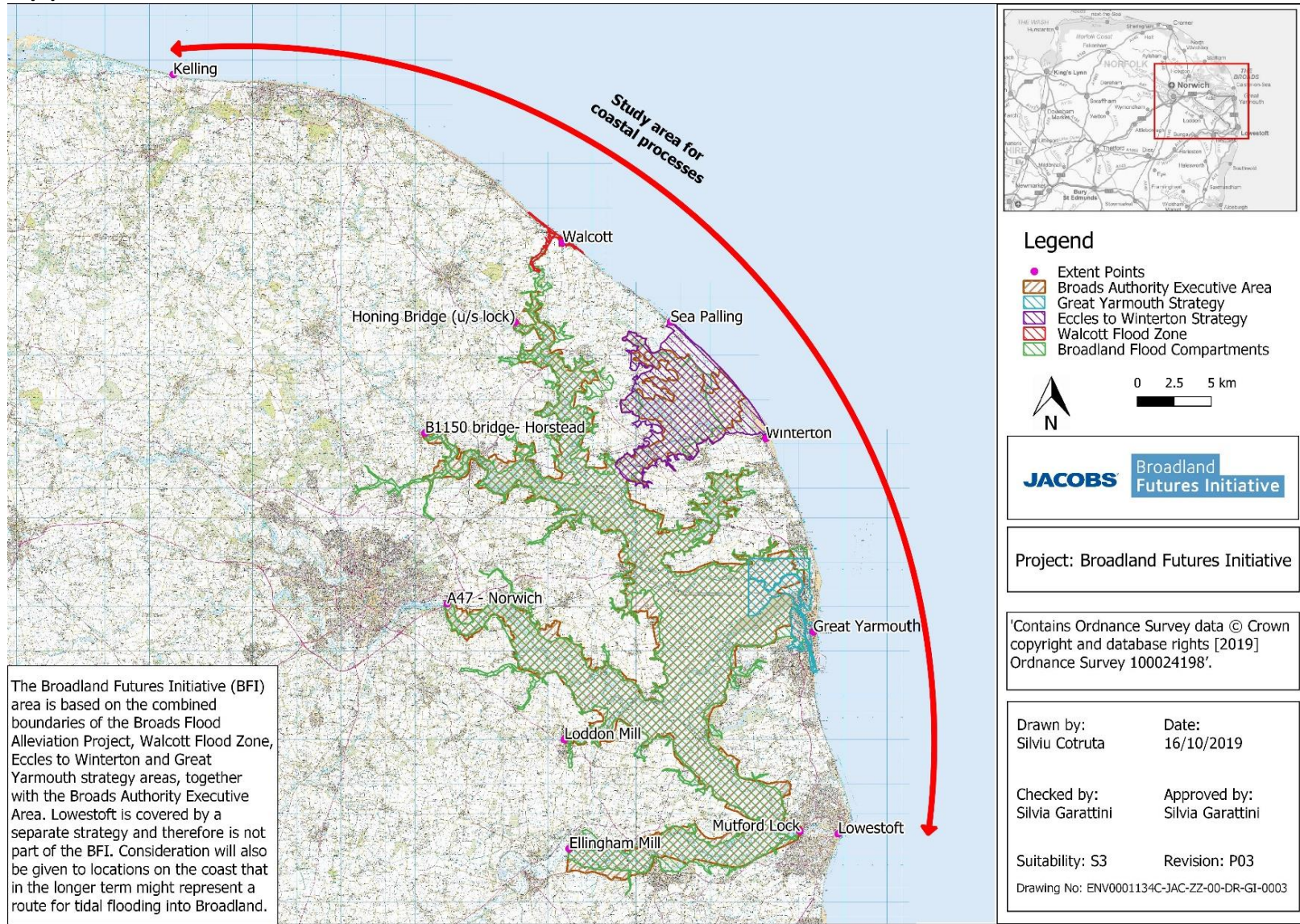
Date of report: 01 January 2021

[Broads Plan](#) objectives: 1.3, 1.4, 7.1, 10.1

Appendix 1 – BFI area

Appendix 2 – Elected Members Forum Draft Terms of Reference

Appendix 1 – BFI area

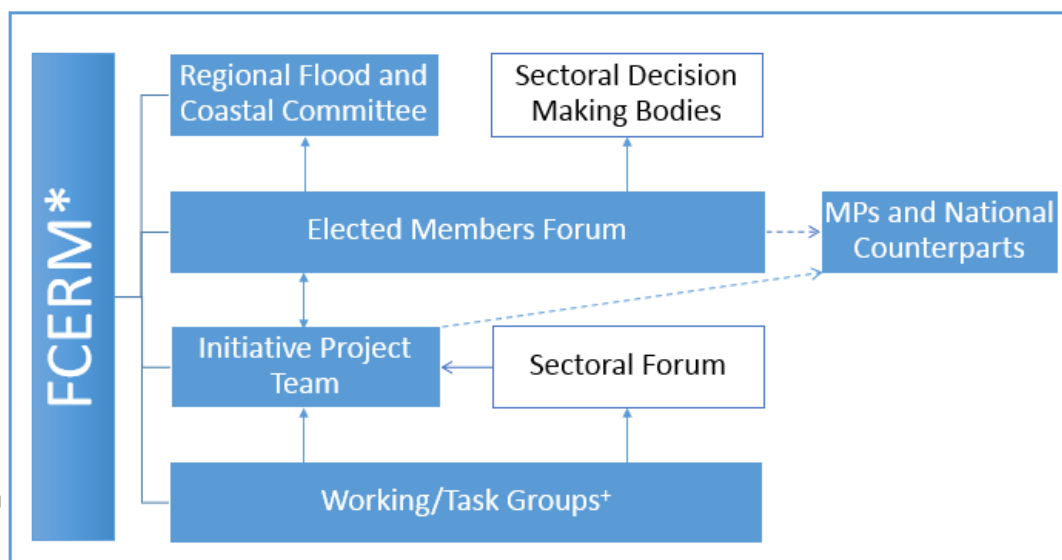


Elected Members Forum - Terms of Reference	
The membership of the Elected Members Forum	<p>Core membership of the Forum is comprised of local authorities within The Broadland Futures Initiative study area, as follows:</p> <ul style="list-style-type: none"> ✓ North Norfolk District Council ✓ Great Yarmouth Borough Council ✓ Broadland District Council ✓ Norwich City Council ✓ East Suffolk Council ✓ South Norfolk Council ✓ Norfolk County Council ✓ Suffolk County Council ✓ Broads Authority <p>This is a Member-driven Forum and it is expected that Councils will have a member representative at each meeting with an officer in support, if required. Forum members are expected to attend each meeting, supplying a deputy member if not available. The proposed composition of the forum is expected to provide Regional Flood and Coastal Committee (RFCC) representation. If this is not achieved a supplementary RFCC elected member may be required and will be put forward by the RFCC.</p> <p>Additional contacts, may receive information and be kept updated on progress of the Elected Members Forum. With the prior approval of the Chairperson, these individuals may also attend meetings and speak (as appropriate).</p> <p>The Initiative Project Team will present the Forum with information to help guide discussion and agreement. Therefore, members of the Initiative Project Team may be invited to Forum meetings to provide technical information. As governance and technical lead respectively, the Broads Authority and Environment Agency lead Project Team representatives (or their deputies) will attend all Forum meetings to provide key project information. However, these leads do not vote on key decisions.</p>
The purpose of the Forum	<p>To agree a framework for future flood risk management that better copes with our changing climate and rising sea level.</p>

<p>The context of the Forum</p>	<ul style="list-style-type: none"> A. The Initiative Project Team (IPT) makes recommendations. B. The Elected Members Forum (EMF) reaches agreement. C. The Local Authorities endorse. D. The RFCC adopts and is the umbrella decision making body. E. Environment Agency assurance is a prerequisite to approve Grant in Aid (GiA) spending.
<p>The functions of the Forum</p>	<ul style="list-style-type: none"> 1. Receive advice and recommendations from the Initiative Project Team. 2. Review Initiative progress. 3. Provide a strategic steer to the work of the Initiative Project Team. 4. Reach agreements based on financial, environmental and technical evidence presented by the Initiative Project Team for the local authorities to endorse. 5. Provide a conduit for information exchange between appropriate groups and to raise awareness about the Broadland Futures Initiative. 6. Present conclusions for formal adoption by the Regional Flood and Coastal Committee (RFCC). 7. Share information with and involve stakeholders as appropriate. 8. Ensure adequate and appropriate liaison with ultimate decision making bodies in relation to strategic priorities. 9. Support an MP Briefing Forum. 10. Agree a long term adaptive pathway for future flood risk management projects, keeping democracy at the heart of decision making.
<p>Frequency of meetings</p>	<p>The Elected Members Forum will meet at least once a year and up to three times a year, dependent on progress, decisions and guidance required. Additional meetings may be called by the Chairperson if required.</p>
<p>Election of the Chairperson / Vice Chairperson</p>	<p>The Chairperson and Vice Chairperson of the Forum are elected through expressions of interest and subsequent vote. If no expression is made then the Norfolk County Council Cabinet Member will take the position of Chairperson.</p> <p>The Term of Office for the positions of Chairperson and Vice Chairperson will be for a period of two years with an election taking place within that time.</p>

<p>The role of the Chairperson</p>	<p>The Chairperson leads each meeting and ensures that discussions are relevant and follows the agenda in the given timescale. The Chairperson ensures that governance arrangements are adhered to and resolves conflicts within the group. The Chairperson ensures democratic decision making and that all members have an opportunity to be heard.</p> <p>During decision making, if votes are even between options, the Chairperson’s vote will decide the option progressed.</p>
<p>The role of the Members</p>	<p>To share information between its representatives regarding the Broadland Futures Initiative. Actively promote, adhere to and deliver the purpose and functions of the Forum.</p>
<p>The role of the Lead Officer</p>	<p>The Lead Officer prepares the agenda, organises the meetings, advises the Chairperson and is responsible for ensuring minutes are taken and made available within 14 working days of the meeting.</p>

BFI hierarchy reference



BFI Phase 1 BFI Phase 2

*Flood and Coastal Erosion Risk Management

+Working/Task Groups to include geographical and/or sectoral representation

Latest Broadland Futures Initiative information, including contact details, meeting minutes of the Project Team and newsletters can be found here: <https://www.broads-authority.gov.uk/looking-after/climate-change/broadland-futures-initiative>

Broads Authority

29 January 2021

Agenda item number 11

Appointment of Independent Persons and Appointment to the Water-skiing and Wakeboarding Appeals Panel

Report by Governance Officer

Purpose

This report seeks approval to appoint an Independent Person for the Broads Authority, reappoint a second Independent Person, and appoint one of these Independent Persons to the Water-skiing and Wake Boarding Appeals Panel.

Recommended decisions

- To appoint Amanda Orchard as an Independent Person until the Annual Meeting in 2024;
 - To reappoint Christine Lee as an Independent Person until the Annual Meeting in 2024; and
 - To appoint one of these Independent Persons to the Water Skiing and Wake Boarding Appeals Panel and consult them on the appointments of members of those panels under paragraph 3(c) of Schedule 2 of the Broads Authority Act 2009.
 - To thank Simon Smith for his services.
-

1. Introduction

- 1.1. The Localism Act 2011 requires the Broads Authority to have arrangements in place for dealing with complaints of breaches of the Code of Conduct. This must include provision for the appointment of at least one Independent Person. The first appointments for the Authority were made in 2012.
- 1.2. In 2016, the Authority appointed two new Independent Persons, Simon Smith and Christine Lee, for a 4-year term from July 2016 until the Annual Meeting in July 2020. As the Annual Meeting was deferred due to Covid-19, this term was extended pending a recruitment process. Simon Smith advised that he wished to stand down, leaving a vacancy. Christine Lee confirmed that she is willing to serve a second term, if approved by the Authority (to July 2024).

2. Appointment of Independent Persons

- 2.1. The appointment of Independent Persons is delegated to a panel comprising the Chairman, Vice Chairman and one other member of the Authority, in consultation with the Monitoring Officer. At its meeting in November 2020, the Authority appointed Tim Jickells as the third member.
- 2.2. The recruitment process started in November 2020. Six applications were received and three applicants were shortlisted by the panel for interview on 15 January 2021. After careful consideration, the panel agreed to offer the post to Amanda Orchard and she has subsequently confirmed acceptance of the post.
- 2.3. It is proposed that Amanda Orchard's term of office is set to coincide with that of Christine Lee.
- 2.4. It is also recommended that Christine Lee be appointed to the Water Skiing and Wakeboarding Appeals Panel for the same term and that they be consulted on the appointments of members of those panels appointed under paragraph 3(c) of Schedule 2 of the Broads Authority Act 2009.

Author: Sara Utting

Date of report: 15 January 2021

Broads Authority

29 January 2021

Agenda item number 12

Policy on using social media

Report by Head of Governance

Purpose

The Broads Authority's policy on the use of social media (adopted July 2017) has been reviewed and updated. The updated draft policy on using social media is at Appendix 1.

Broads Plan context

This policy contributes to all Broads Plan objectives, in particular those under aspirations 7 and 9 to raise awareness and understanding, and to connect and inspire people.

Recommended decision

To adopt the updated policy on using social media (Jan 2021).

1. Introduction

- 1.1. In response to the growing use of social media, the Broads Authority adopted policy guidance in July 2017 to help guide members, officers and others on the appropriate use of social media when referencing or being affiliated with the Authority.
- 1.2. The policy has been updated, following consultation with the Authority's Solicitor, and the updated draft policy is at Appendix 1. The Solicitor's suggested amendments to the 2017 policy are shown in Appendix 2. The updated policy incorporates these amendments and the document has been further revised to improve the flow of sections and ease of reading, update references and reformat for accessibility.

The policy applies to:

- The professional use of social media on behalf of the Authority by its Communications Team;
 - The use of social media by Authority members (including co-opted members) and officers when referencing, or when identified as being affiliated with, the Authority; and
 - The use of social media by consultants, interns, agency workers and casual workers engaged by the Authority when referencing the Authority.
- 1.3. Members' views and endorsement of the updated policy are invited.

Author: Maria Conti

Date of report: 12 January 2021

[Broads Plan](#) strategic actions: All

Appendix 1 – (Draft) policy on the use of social media (Jan 2021)

Appendix 2 – Social Media Policy (adopted July 2017) with amendments by BA solicitor

Policy on using social media

DRAFT January 2021

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Purpose and scope

This policy guides the Broads Authority on the appropriate use of social media.

The policy applies to:

- The professional use of social media on behalf of the Authority by its Communications Team
- The use of social media by Authority members (including co-opted members) and officers when referencing, or when identified as being affiliated with, the Authority; and
- The use of social media by consultants, interns, agency workers and casual workers engaged by the Authority when referencing the Authority.

When using social media to refer to or comment on the Authority’s work, processes, or members or officers, the presumption will be that you are doing so in your capacity as being associated with the Authority, and this policy will apply to such use.

All members and officers must make sure they comply with this policy, which should be read with the following Authority documents, as relevant:

- Code of Conduct for Members (*link to be added*)

- Code of Conduct for Employees
- Protocol on Member and Officer Relations (*link to be added*)

Definition of social media

For the purposes of this policy, 'social media' means any type of online media that allows users to create and share content with others online, and to participate in social networking, discussion and interaction. This includes, but is not limited to:

- Social networking, such as Facebook, LinkedIn, Google+ or Yammer
- Microblogging, such as Twitter or Tumblr
- Photo sharing, such as Instagram, Snapchat, Pinterest or Flickr
- Video sharing, such as YouTube, Facebook Live, Periscope or Vimeo

This policy also covers private messaging through online channels such as Facebook, Twitter and WhatsApp.

Members or officers with any questions about the general use of social media should contact the Communications Team for advice.

Broads Authority accounts

The Broads Authority has the following corporate social media accounts:

- Facebook: <https://www.facebook.com/BroadsAuthority/>
- Twitter: <https://twitter.com/BroadsAuth>
- Instagram: #broadsauthority
- LinkedIn: Broads Authority

It also manages social media accounts on various platforms for the Broads National Park.

These accounts are managed and administered by the Communications Team and should be used for most Authority-related social media activity. Other corporate accounts should not be set up without prior consultation with the Communications Team.

Within a business context, carefully managed social media is essential in:

- Publicising and promoting activities that enhance the Authority's reputation, its services and the partners and communities it works with;
- Promoting and strengthening the Authority's brand;
- Responding to questions from the public, businesses and other interests;
- Clarifying or correcting unclear or misleading views or statements;
- Giving information and guidance, including advice in emergency situations;

- Engaging with the public about the services the Authority provides, and promoting their understanding and enjoyment of the Broads.

It takes a lot of time and effort to manage a social media account effectively and build up a good network of followers. It is important to maintain a consistent and professional approach across the Authority's social media channels.

The Communications Team will work with Authority colleagues to encourage good use of social media, and can provide guidance and training.

Rules for Broads Authority accounts

Individual officers should not be named in Authority social media posts. This is to avoid compromising personal social media accounts with inappropriate followers or 'trolls' (people who post inflammatory, offensive or off-topic messages online).

All information and comments posted by the Authority will be seen as being associated with the organisation and will count as public statements on record. As such, they may be used as a reference at any time in the future.

The Communications Team will not post or disclose on social media:

- any politically sensitive or controversial information, or matters that could reasonably be considered as such; or
- confidential information gained by officers or members as part of their role, including personal information about people and confidential information relating to the Authority. This requirement will continue after the officer or member leave the Authority's employment or ceases to be a member.

Personal accounts

The following guidelines apply to all Authority officers, and to members whose personal social media accounts identify them as a member or co-opted member of the Authority.

If you use social media for personal use, and have indicated that you are an Authority member or officer, you should consider using a disclaimer that states that the opinions on your personal site are your own – for example, "The views expressed on this site are my own and do not reflect the views of the Broads Authority" (or "the views of my employer", as applicable).

Some members are also members of another authority or body, and their profile will indicate this. If this applies to you, you should make clear in what capacity you are expressing any views. Remember, even if you do not expressly state on social media that you are a member of the Authority, this policy will apply if a connection with the Authority can reasonably be made.

When posting content on social media, always be mindful of the impact your comments may have on the Authority's reputation, and on its members and officers. You are

personally responsible for the content you publish. What you publish may be around for a long time, so consider it carefully before publishing it.

Never disclose commercially sensitive, anti-competitive, private or confidential information, and be sensible about disclosing personal details.

Social media networks, blogs and other types of online content are monitored by journalists to generate press and media content or legal questions. You should refer such enquiries to the Head of Communications. The Communications Team will monitor social media and respond where appropriate to inaccuracies or comments that could damage the Authority's reputation.

You must make sure you comply with data protection legislation in your posts. For example, you may need to move a public discussion to private messaging (Facebook) or Direct Message (Twitter) when discussing personal details, or ask someone to contact you in a private way, such as by telephone or email.

The Authority will not tolerate any of the following activity on social media, if it can be connected to you as a member or officer of the Authority:

- Abusive or threatening behaviour;
- Posting inappropriate comments or material that could be regarded as discriminatory;
- Misleading or false statements that could adversely affect the Authority's reputation;
- Inciting or supporting the commission of crime or unlawful acts; or
- Sharing or liking any of the activities referenced in this paragraph, as this could suggest that you approve of such activities.

If you feel you have been subject to cyber-bullying, or feel offended by material posted or uploaded through any digital communication network, officers should inform their line manager and members should inform the Monitoring Officer. For your own protection, you may 'block', 'hide' or 'ban' abusive users.

You must consider carefully who you accept through a 'friend request'. Accept a request only if you are sure it will not put you, as a member or officer, in the position of having a real or apparent conflict of interest.

If your online activities through social media are considered to be in breach of this policy, the Authority may require you to remove content that, in its reasonable opinion, breaches this policy.

Social media and the Code of Conduct for Members

The Code of Conduct for Members ('the Code') will apply to you if you are acting in your role as an Authority member when using social media. The Code may also apply if you are using your personal social media to comment on the Authority's business, members or officers.

While the Code is not there to police your freedom of expression or your personal social media accounts, it nevertheless applies to situations when you are using social media other than in a purely private capacity.

Each situation is fact-specific, and we cannot set fixed rules to cover every eventuality. However, you should take special care if you use a private account to comment on or disclose the Authority's business, make personal comments about other members or officers, or write about things that you know only through being a member. An image of your comment could be copied to a public group, for example. As stated earlier in this policy, in such situations there is a presumption that you are using social media in your capacity as being associated with the Authority. You also run the risk that such comments will fall within the Code.

In serious cases, your use of a private social media account to disclose confidential information about Authority business, or to make comments that may damage the reputation of the Authority, including abusive comments about other members or officers, would be a clear breach of the Code. In such circumstances, you would not be able to claim that you are using social media in a purely private capacity.

Legal issues

The use of social media can bring the same legal issues as the use of any other media. The key difference is that, with social media, breaches of the law can become apparent very quickly and to a potentially huge audience.

You should be familiar with legal risks, including:

- Breach of copyright by using a third-party image or written material without permission: Make sure you have permission to use any photographs, film, sound recordings or printed material that is not your own.
- Defamation: Writing something about an individual or body that is considered to harm reputation can, and does, lead to significant claims for damages in the courts.
- Breach of the Malicious Communications Act 1988 or section 127 of the Communications Act 2003: This includes sending messages designed to cause anxiety or distress, or of an offensive or menacing character. These are criminal offences.
- Unfair Trading Regulations: These prohibit fake blogs, falsely representing oneself as a customer and falsely advertising on social media sites.
- Making comments that suggest you are predetermined or biased in relation to a planning issue.
- Safeguarding: Do not take or use any photographs of children who appear to be under the age of 18 years without permission from a parent or guardian.
- Cyber-bullying: Although there is no legal definition of cyber-bullying in UK law, a number of existing laws can be applied to cyber-bullying and online harassment that

could constitute a criminal offence. Never upload, post, link to or forward any abusive, obscene, discriminatory, harassing, derogatory or defamatory content. This includes posts about your colleagues, members of the public or the Broads Authority as an organisation.

Any such breaches could result in disciplinary or Code of Conduct action.

What happens if you make a mistake?

If you are aware that you have posted something inappropriate in relation to the Authority on a personal social media channel, it is important to be open and honest about your mistake, while also being quick to correct it.

Officers should tell their line manager immediately and consult with them and the Head of Communications to agree action to avoid or minimise embarrassment or reputational damage to the Authority. Members should contact the Head of Communications for advice.

Contacts

This policy was adopted by the Broads Authority in **xxxxx**. It will be reviewed regularly and may be withdrawn, amended, suspended or departed from at any time at the Authority's discretion.

For information or advice, please contact:

Rob Leigh, Head of Communications

Broads Authority, Yare House, 62-64 Thorpe Road, Norwich NR1 1RY

Email: Rob.leigh@broads-authority.gov.uk

Tel: 01603 756049

Hilary Slater, Monitoring Officer

Broads Authority, Yare House, 62-64 Thorpe Road, Norwich NR1 1RY

Email: Hilary.Slater@eastsoffolk.gov.uk

Tel: 07899 004673

Social Media Policy



Guidance for Members and Officers (Adopted July 2017 [DATE] 2020)

1. INTRODUCTION AND PURPOSE

1.1 This policy provides guidance to Members and Officers on the use of social media for both business and personal purposes and sets clear expectations of conduct by Members and Officers. This is to ensure that they are able to use social media effectively for business and personal purposes in an appropriate way. For convenience, reference to Members includes co-opted members of the Navigation Committee. Reference to Officers includes all the employed staff of the Authority.

1.2 All Members and Officers must ensure that they are familiar and comply with this policy which should be read in conjunction with the following documents:

- For Members, the Code of Conduct for Members
- For Officers, the Authority's Code of Conduct for Employees
- For both Members and Officers, the Protocol on Member and Officer Relations

~~1.3 This social media policy may be amended, withdrawn, suspended or departed from at the discretion of the Authority at any time.~~

~~1.4 When used well, social media is an excellent way for the Authority to engage and communicate with residents, visitors, businesses, professionals and other stakeholders. Many people prefer to receive their information via social media and for some, but not all, sections of society, it has replaced traditional channels such as newspapers, email and telephone. More importantly, many people now expect to be able to communicate with organisations via social media.~~

~~1.1 Many people prefer to receive their information via social media and for some, but not all sections of society, it has replaced traditional channels such as newspapers, email and telephone. More importantly, many people now expect to be able to communicate with organisations via social media~~

It is for all these reasons that the Authority is increasing the use of social media through corporate accounts managed by the Communications Team.

~~4.21.1~~ There is also potential for developing the organisation's social media identity through personal use by staff and Members, however this has to be done carefully. This policy will help you make the right decisions about social media, understanding the ~~the~~ opportunities as well as the risks that social media brings.

2. SCOPE

2.1 This policy applies to professional use of social media on behalf of the Authority by its Communications Team [and by Members and Officers], as well as personal or private use of social media by Members and Officers when referencing or identified as being affiliated with the Authority. ~~When~~ using your personal or private social media to refer to or comment on the work or proceedings of the Authority, or ~~about~~ Members or Officers the presumption will be that you are doing so in your capacity as being affiliated with the Authority, and this policy will apply to such use.

2.2 This policy will also apply to any consultants, interns, agency workers and casual workers engaged by the Authority from time to time.

2.3 The definition of social media continues to evolve as platforms and technologies develop. ~~On the whole, it refers to any online media which can be used to share and broadcast content, allow discussion and interaction.~~ For the purposes of this policy "social media" means any type of online media which enable users to create and share content with others online, to participate in social networking, discussion and interaction. This includes, but is not limited to:

2.3.1 Social networking e.g. Facebook, LinkedIn, Google+, Yammer

2.3.2 Microblogging e.g. Twitter, Tumblr

2.3.3 Photo sharing e.g. Instagram, Snapchat, Pinterest, Flickr

2.3.4 Video sharing e.g. YouTube, Facebook Live, Periscope, Vimeo

~~3. Twitter, Facebook, Instagram, YouTube, LinkedIn, Snapchat, Yammer, Pinterest, Flickr and other sites and services such as blogs~~

~~3.1.2.4~~ This policy also covers private messages sent over online channels such as direct messaging via Facebook, Twitter and WhatsApp.

~~2.1. For the purposes of this policy "social media" means any type of online media which enable users to create and share content with others online, to participate in social networking, discussion and interaction. This includes, but is not limited to:~~

~~3.2. Twitter, Facebook, Instagram, YouTube, LinkedIn, Snapchat, Yammer, Pinterest, Flickr and other sites and services such as blogs.~~

~~3.1~~ ~~The Authority currently uses several types of social media platforms including, for example:~~

~~3.2~~ ~~all social networking sites, including but not exclusive to, Twitter, Facebook, Instagram, YouTube, LinkedIn, Snapchat, Yammer, Pinterest, Flickr and other sites and services such as blogs that permit users to share information with others online.~~

~~3.31.1 This policy will also apply to any consultants, interns, agency workers and casual workers engaged by the Authority from time to time.~~

~~3.22.5~~ If you have any concerns about the use of social media please contact your line manager in the first instance or speak to a member of the Communications Team. (see page 4 GCG)

4.3. ACCOUNTS IN THE BROADS AUTHORITY'S NAME

3.1 Management of social media in a business context is essential to:

3.1.1 Promoting and publicising the activities that will enhance the reputation of the Authority, its services, and the community of organisations it works in partnership with, such as examples;

3.1.2 Promoting and ~~management,~~ strengthening the Authority's brand;

3.1.3 Managing responses to questions from members of the public or businesses and other organisations;

3.1.4 Clarifying and correcting any incorrect or unclear views or statements;

3.1.5 Providing information and guidance e.g. in emergency situations;

3.1.6 Participating in dialogue with the public in relation to services provided by the Authority ~~and creating advocates.~~

3.2 It takes a great deal of time, resource and energy to manage a social media account effectively and building your network can take a long time. It is important ~~also important~~ to ensure a consistency of approach across the Authority's social media channels, using a professional in-messaging and writing style and tone of voice.

4.13.3 This is why the official Broads Authority corporate social media accounts are managed by the Communications Team and these should be used for the majority of Authority related social media activity. No additional corporate accounts should be set up without consultation with the Communications Team.

3.4 The Communications Team will work with colleagues to encourage more social media use and will provide guidance and training where required.

3.5 Administrators of corporate social media accounts (Administrators) and Officers~~Officers~~ should not be named within Authority online posts. This is to avoid compromising personal accounts with inappropriate followers or 'trolling' (a term

used to describe the posting of inflammatory, extraneous, or off-topic messages in an online community).

3.6 All information and responses posted by Administrators are in the capacity as being affiliated with the Authority and will count as public statements on record. As such they may be used as a reference at any time in the future.

3.7 Administrators must not post or disclose on social media:

3.7.1 Any politically sensitive or politically controversial information or matters which could reasonably be considered to be so;

4.23.8 Confidential information gained as part of their job or in their role as Administrator, which includes personal information about people as well as information related to the Authority. This requirement continues after the Administrator leaves the Authority's employment.

5.4. PERSONAL SOCIAL MEDIA ACCOUNTS

~~6. There can be often a fine line between the use of social media as a work tool and your personal use as an individual outside of your work and your Member or Officer role. Sometimes your opinions may conflict so you must take care to separate the two when it happens.~~

~~6.1 We recognise that many Members and Officers make use of social media in a personal capacity. While you may not be acting on behalf of the organisation, you must be aware that you can influence the perception of the Authority by linking personal accounts to the Authority through posts.~~

6.24.1 We recognise that many Members and Officers make use of social media in a personal capacity. While you may not be acting on behalf of the Authority, you must be aware your personal activity on social media can still influence both your professional image as well as the image and reputation of the Authority.

6.34.2 If you use social media networks or blogs for personal use and have indicated that you work at the Broads Authority, or in the case of Members, that you are a Member, you should consider using a disclaimer that states that opinions on this site are your own. An example: "The views expressed are my own and don't reflect the views of the Broads Authority" (or "the views of my employer", as applicable).

4.3 Sometimes Members of the Broads Authority are Members of another authority or body and their profile indicates this. In those situations, you should make clear in what capacity you are expressing any view.

~~6.4~~ Remember, even if you do not expressly name the Authority on social media as your employer, or in the case of Members, that you are a Member of the Authority, this policy will apply if a connection with the Authority can reasonably be made.

~~4.4~~ There is more information for Members, and the application of the Members' Code of Conduct in relation to use of social media in Section 6 of this policy. For Members, the Members' Code of Conduct will apply to you if you are acting in your role as a Member when using social media. The Code of Conduct may also apply if you are using your own personal social media to comment on the business of the Authority or your colleagues at the Authority.

~~3.4 See also the section on Members' capacity.~~

~~7.5.~~ **GUIDELINES TO MEMBERS AND OFFICERS FOR ALL ACCOUNTS**

~~7.15.1~~ The following guidance applies to Officers and those Members whose social media account identifies them as a Member of the Authority.

~~5.2~~ Always be mindful of the impact your contribution might make to the reputation of the Broads Authority. You are personally responsible for content you publish. What you publish will be around for a long time so consider the content carefully and also be sensible about disclosing personal details.

~~You are personally responsible for content you publish. What you publish will be around for a long time so consider the content carefully and also be sensible about disclosing personal details.~~

~~7.25.3~~ Never disclose commercially sensitive, anti-competitive, private or confidential information. Also, do not breach copyright for example by; using someone else's images or written content without permission.

~~7.31.1~~ What you publish will be around for a long time so consider the content carefully and also be sensible about disclosing personal details.

~~7.45.4~~ Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. Members and Officers should refer these enquiries to the Communications Team.

~~5.5~~ If you identify inaccuracies about the Broads Authority please politely and sensitively point out the situation as you see it. You must also advise the Communications Team if you have identified information that is inaccurate or could damage the reputation of the organisation. You may 'block', 'hide' or 'ban' abusive users.

7.55.6 Ensure compliance with data protection legislation – for example move the discussion to private message (Facebook) or Direct Message (Twitter) when personal details need to be discussed, or ask them to contact us another way (ie telephone). Delete any information posted on our sites that contains personal details.

5.7 ~~You may 'block', 'hide' or 'ban' abusive users.~~ The Authority will not tolerate any of the following activity on social media if it can be connected to you as a Member or Officer of the Authority:

5.7.1 Abusive or threatening behaviour;

5.7.2 Posting inappropriate comments or material which could be regarded as discriminatory;

5.7.3 Misleading or false statements that could adversely affect the Authority's reputation

5.7.4 Inciting or supporting the commission of crime or unlawful acts.

5.7.5 Sharing or liking any of the activities in this paragraph 5.10 as this could suggest that you approve of the content.

5.8 If you feel that you have been subject to cyber-bullying or offended by material posted or uploaded by a colleague through any digital communication network, if you are an Officer, inform you line manager, and if you are a Member, contact the Communications Team.

5.9 Members and Officers must carefully consider whether to accept 'friend requests' from [service users, their families, friends, contractors etc.] Accept them only if you are absolutely sure that this will not put you, as a Member or Officer, in the position of having a real or apparent conflict of interest.

7.65.10 If your online activities through social media are considered to be in breach of this policy, the Authority may require you to remove content that in the reasonable opinion of the Authority, breaches this policy.

4.3. Guidelines to Members on capacity and Members' Code of Conduct

3.1 The following guidance should help Members understand when the Members' Code of Conduct might apply to them when using social media., can feel in a grey-area as to whether they are covered by the Members' Code of Conduct or not when using social media. The following guidance should assist. The Members Code of Conduct will apply if you are undertaking your role as a Member when using social media. Whilst the Members' Code of Conduct is not there to police your freedom of expression or your

personal social media accounts, it can nevertheless potentially apply to situations when you are using social media other than in a purely private capacity.

4.1

~~4.21.1 The Members Code of Conduct will apply if you are undertaking your role as a Member when using social media. Whilst the Members' Code of Conduct is not there to police your freedom of expression or your personal social media accounts, it can nevertheless potentially apply to situations when you are using social media other than in a purely private capacity.~~

4.33.2 Each situation is fact-specific and no fixed rules can be set out which will cover every eventuality. However, you should take special care if you use a private account to comment on or disclose the Authority's business or make personal comments about other Members or Officers or write about things which you only know through being a Member. As stated earlier in this policy, in such situations there is a presumption that you are using social media in your capacity as being affiliated to the Authority and as well as this policy applying to your comments You also run the risk that such comments will fall within the Members' Code of Conduct.

4.4 In serious cases, your use of a private social media account ~~to disclose to disclose~~ confidential information about Authority business ~~or making comments that may damage the reputation of the Authority, including makinge gratuitously abusive~~ comments about other Members or Officers, would be a clear breach of the Code of Conduct. In those circumstances you would not be able to claim that you are ~~doing~~ using social media in a private capacity. 4

4.5

4.6 1 see for example the case of Heesom v Public Service Ombudsman for Wales [2014]

4.73.3

5.4. Some legal issues

5.14.1 Use of social media can bring the same legal issues as the use of any other media. The key difference is that with social media, breaches of the law can become apparent very quickly and to a potentially huge audience.

5.24.2 You should be familiar with legal risks. These can include:

- Breach of copyright by using a third party image or written material without permission. Make sure you have permission to use any photographs, film, sound recordings or printed material which is not your own.
- Defamation – writing something about an individual or body which is considered to harm reputation can and does lead to significant claims for damages in the courts.
- Breach of the Malicious Communications Act 1988 or section 127 of the Communications Act 2003 – these include sending messages which are designed to cause anxiety or distress, or are of an offensive or menacing character. These are criminal offences.
- Unfair Trading Regulations – these prohibit fake blogs, falsely representing oneself as a customer and falsely advertising on social media sites.
- Making comments which suggest that you are predetermined or biased in relation to a planning issue.
 - Safeguarding - Do not take or use any photographs of children who appear to be under the age of 18 years without permission from a parent or guardian.

4.3 Although there is no legal definition of cyber-bullying in UK law, there are a number of existing laws that can be applied to cyber-bullying and online harassment which could constitute a criminal offence.

5.34.4 Never upload, post, link to or forward any abusive, obscene, discriminatory, harassing, derogatory or defamatory content. This includes posts about your colleagues, members of the public or the Broads Authority as an organisation. This could result in disciplinary action.

5.44.5 Do not take or use any photographs of children who appear to be under the age of 18 years without permission from a parent or guardian.

6. ~~Top Tips for using social media~~

~~6.1 Only set up a social media account if you are able to manage it and give quick and appropriate replies to correspondence. People expect quick responses on social media so it should be prioritised similarly (if not over) other incoming messages. Think of a query as if it's a media enquiry or a question being asked in a public meeting.~~

~~6.2 Followers don't automatically appear. The best way to get the most from social media is to build your online communities by sharing, listening, being active and being social. You will need to provide interesting things to read, watch or listen (bearing copyright in mind) that your target audience values and wants. You are more likely to gain and keep followers if you are active on your social media account at least once every day or two. Keep accounts updated regularly. There should be activity at least every day or two.~~

~~6.3~~

~~6.4 There are a large number of social media platforms. You should only create profiles on ones that are relevant. It is better to do one really well, than several poorly. Key points to remember are:~~

- ~~• **Be human** – Bbe approachable in your language and tone. Write in plain English.~~
- ~~• **Be friendly** – Use warm and welcoming language.~~
- ~~• **Be engaging and helpful** – Respond to questions and post/contribute when you can move the conversation on or help.~~
- ~~• **Be professional and respectful**~~
- ~~• **You can't control, only contribute** – You cannot stop conversation amongst your audience. You can only contribute to it.~~
- ~~• **Be strategic by planning ahead** – Awho do you want to engage with, why and how? What do you want to achieve?~~
- ~~• **Listen** – Social media is designed to be a two-way channel, just like any good conversation.~~
- ~~• **Monitor and adapt** – Keep records of 'likes', 'mentions', 'popular content' and 'analytics' for future analysis – use this recorded data to see what works and what doesn't to help make decision in the future.~~
- ~~• **Post questions** – You'll find that many people on social media are very happy to help if you post questions to your community or followers.~~
- ~~• **Don't be afraid to ask for help** – The Communications Team will be happy to provide you with advice on your social media use.~~

7. ~~Golden rule~~

~~"Don't post any message on social media that you wouldn't happily say in a public meeting"~~

8.5. ___-What happens if you make a mistake?

8.45.1 If you are an Officer, tell your line manager immediately and consult with them and the communications team to agree remedial action to avoid or minimise embarrassment or reputational damage.

8.25.2 If you are a Member, contact the Communications Team for advice.

8.35.3 It is important that you are open and honest about your mistake, whilst also being quick to correct it.

9.6. ___Further information and contacts

5.11 ___ This policy guidance was produced by the Communications Team in conjunction with the Solicitor and Monitoring Officer. ,and the policy may be withdrawn, amended suspended or departed from at the discretion of the Authority at any time.

9.46.1 Contact Rob Leigh, Head of Communications on 01603 756049 Rob.leigh@broads-authority.gov.uk

July 2017][___] 2020